

# Final Report

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Prepared by: Tess Julian  
Hargraves Institute

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## Development and Delivery of Capability Building Modules for the MLA Co-Innovation Program

Final report

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## Abstract

MLA supports innovation across the red meat sector by co-funding innovation managers for a term of 3 years. To improve the performance of these managers in their roles, MLA has contracted Hargraves Institute to develop innovation capability resources for the following four (4) topics:

1. **Innovation mindset** – Includes what is innovation mindset? Why is it important? What are the steps and initiatives you can implement to create a culture of innovation in your business?
2. **Leading from behind** – Includes what is leading from behind? Why leading from behind works, and how to successfully lead and motivate a project team in your business regardless of your position.
3. **Principles of project management** – Includes define, plan, implement, monitor and evaluate as well as how to anticipate and reduce project risk.
4. **Presenting for approval** – Includes the steps, practices and strategies to deliver your message effectively to maximise your chance of receiving approval regardless of your position.

These modules will be delivered in the online networking sessions with Co-Innovation Managers, and they will also be available as e-learning modules through the MLA e-learning portal.

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## 1 Project description

Hargraves Institute worked closely with MLA to develop relevant learning modules using a combination of up-to-date research and experience from our extensive work with leading companies in Australia and internationally.

The learning modules address the needs identified in the Co-Innovation Program Final Report, 2020. These are:

- Innovation Mindset
- Leading from Behind
- Presenting for Approval (Pitching to Win)
- Project Management Principles.

They were delivered as part of the quarterly Co-Innovation Manager network sessions and refined in response to feedback.

The modules were also adapted and delivered as e-learning modules through MLA e-learning portals.

Co-Innovation Managers will be directed to further resources to deepen their learning in the area if relevant.

## 2 Project objectives

Create, test and produce four (4) capability-building modules designed to help MLA Co-Innovation Managers succeed in their role.

The modules will:

1. Be specifically adapted for the MLA Co-Innovation program.
2. Be based on industry best practices, processes and content to define problems and pitfalls before outlining processes and frameworks that can be used to achieve the desired outcome.
3. Each module will be developed as a group presentation and a standalone resource that is intuitive and easy to self-navigate.
4. The provider must work with MLA to ensure the content meets MLA's requirements for e-learning as set out in MLA's e-learning module creation template.
5. The provider must work with MLA to ensure the modules meet the MLA style and branding guidelines.

Each module will consist of the following;

1. A 1-hour PowerPoint workshop designed for group participation.
2. A 1-hour self-taught web-based module that complies with MLA's e-learning module creation template and includes:
  - Introduction and summary of the problem and pitfalls
  - Practical frameworks and canvasses for group collaboration
  - Explanations of frameworks, where required
  - A summary page including the key processes and steps for each module
  - Self-assessment components
  - Links to other resources and related content, and
  - Links to additional Hargraves Institute resources for advanced learning.

### 3 Milestone Six Objectives

- Develop and pilot the 'Pitching to Win' module at the face-to-face meeting in Queensland in June, 2022.
- Conduct the interactive session at the Co-Innovation Manager network meeting on 14-15 June, 2022.

#### 3.1 Success in meeting the objectives

Leading from Behind, Innovation Mindset, Project Management and Pitching to Win modules were developed and delivered to the CoInnovation Network. They were also converted into e-learning modules for broader delivery to MLA and industry through the MLA e-learning portal. They can be accessed via the links below.

<https://elearning.mla.com.au/courses/leading-from-behind/>  
<https://elearning.mla.com.au/courses/innovation-mindset/>  
<https://elearning.mla.com.au/courses/project-management/>  
<https://elearning.mla.com.au/courses/pitching-to-win/>

Pitching to Win has been piloted successfully at the Co-Innovation Managers workshop 14<sup>th</sup> June 2022 and reviewed through a Survey Monkey survey. See Appendix 1 for survey data.

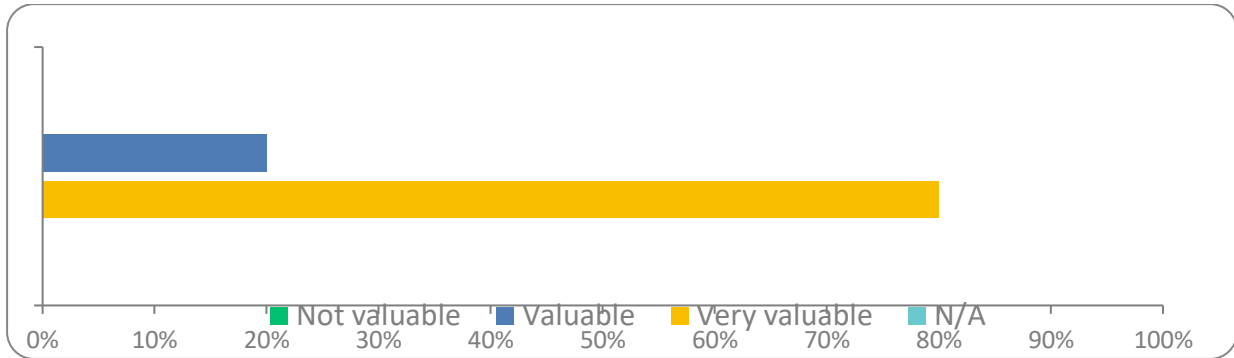
#### 3.2 Next Steps

1. Attendees were surveyed to identify the next four topics to help Co-Innovation managers succeed in their roles. (see Appendix)
2. These modules are likely to include; Change management, Establishing and maintaining strategic research partnerships, Building and maintaining cross industry collaboration, Building a business case using financial analysis and forecasting.
3. Two face to face meetings are planned for next FY. They are likely to be held in MLA's Sydney and Brisbane offices.

## 4 Appendix 1- Co-Innovation manager workshop June 2022-survey data- 15 respondents

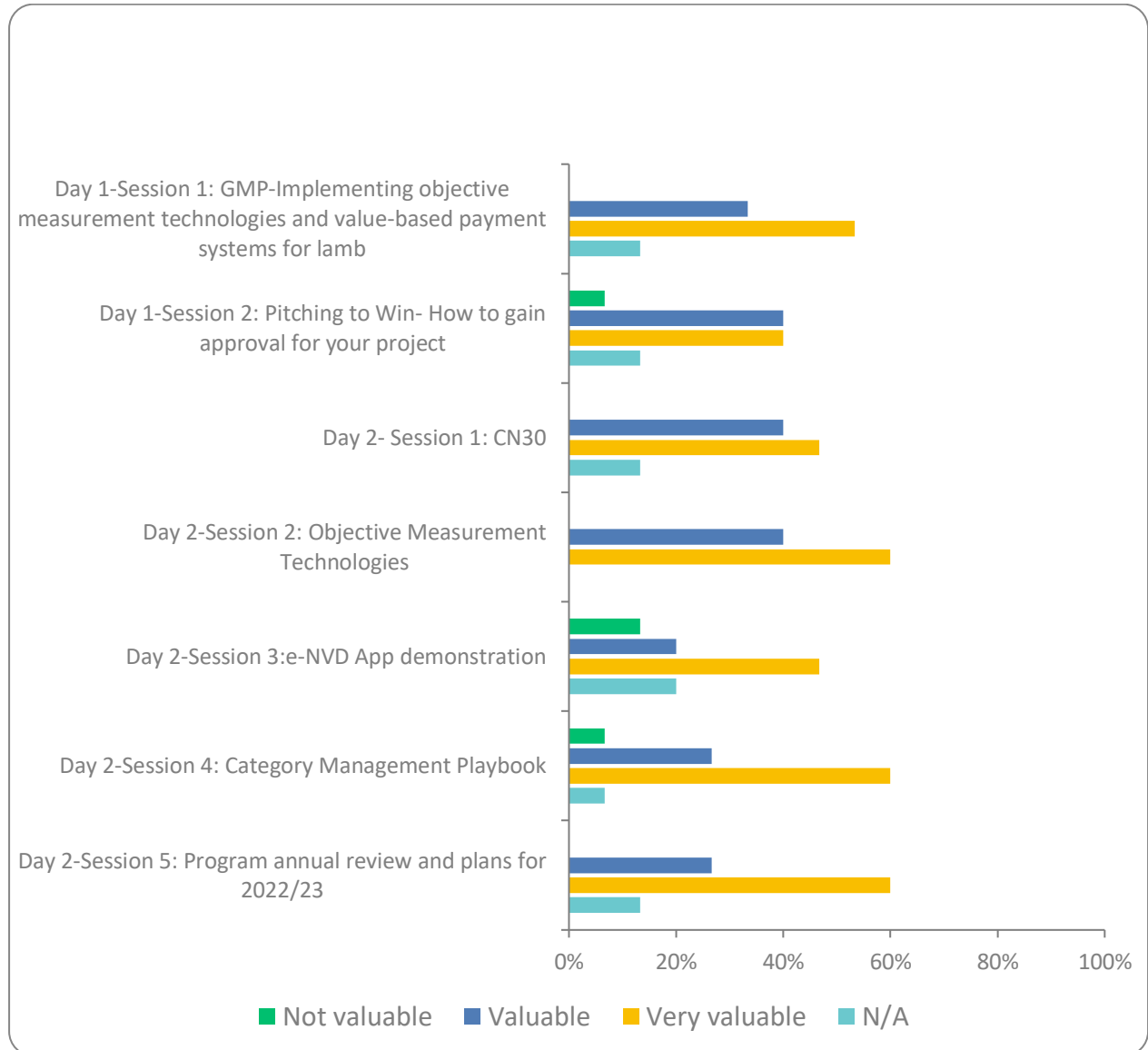
**Q1: How valuable did you find the whole event?**

Answered: 15 Skipped: 0



**Q2: Please indicate how valuable you found each of these sessions:**

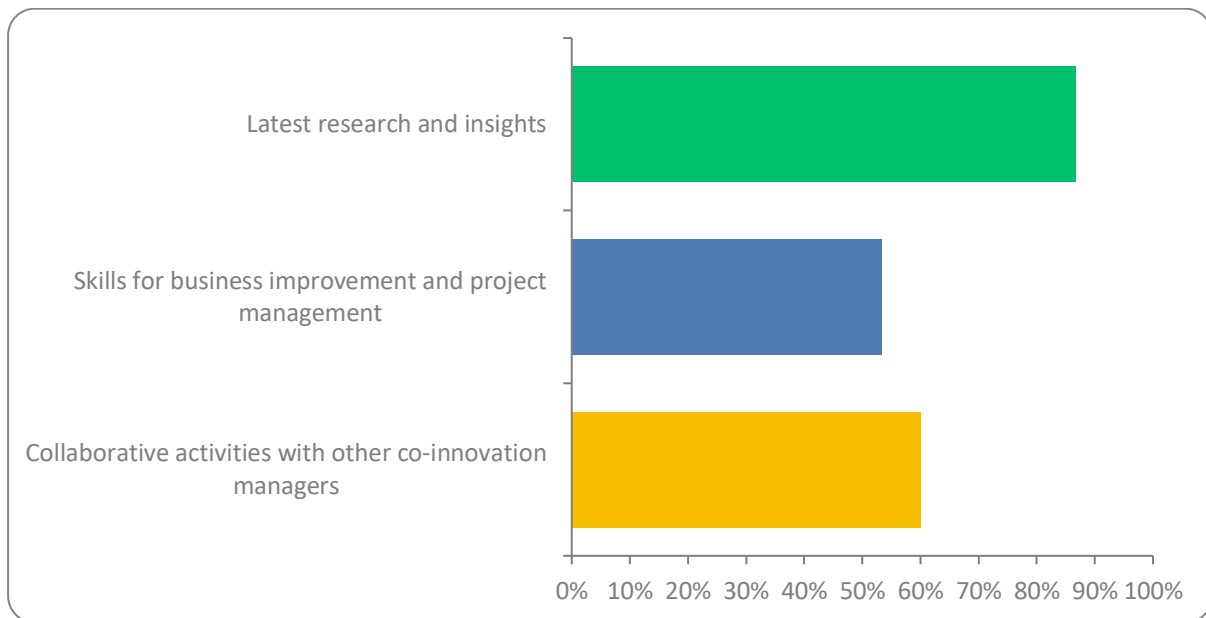
Answered: 15 Skipped: 0

**Other**

- The possible objective measurement on live cattle is exciting technology.
- Very little focus on further processing. Majority primary. Not so useful in my role.

**Q3: What topics would you like included in future events? Select from the list below**

Answered: 15 Skipped: 0



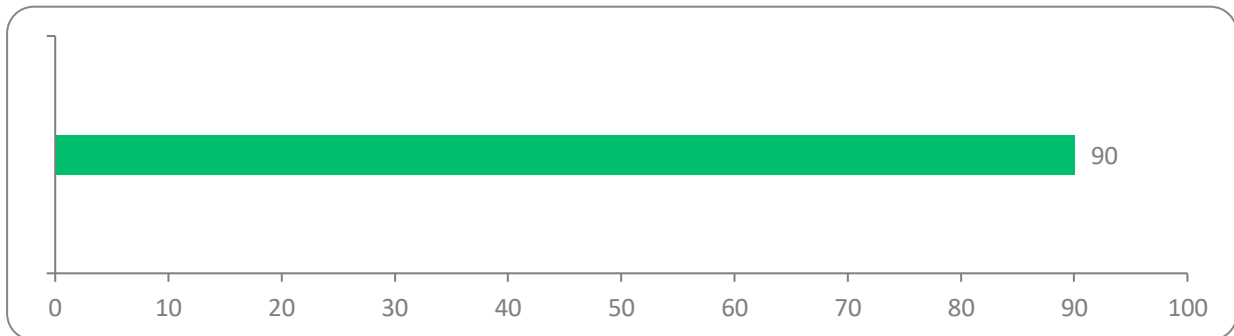
**Other:**

- Info on latest industry development Metrics on meat trends and international trends on meat consumption.
- Mix of focus inform/farm-gate as well as processing.
- Very interested in e-NVD



**Q4: Would you recommend this event to others?**

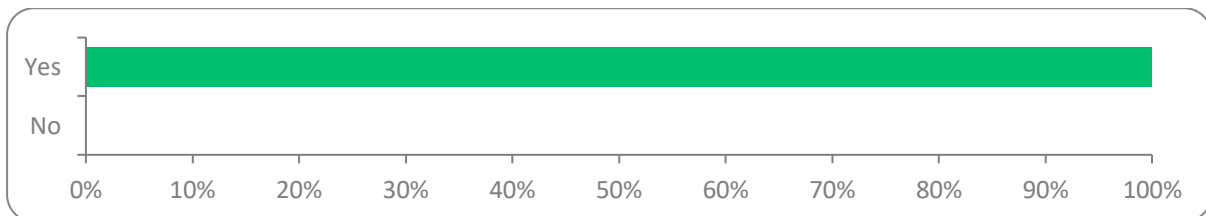
Answered: 15 Skipped: 0

**Comments:**

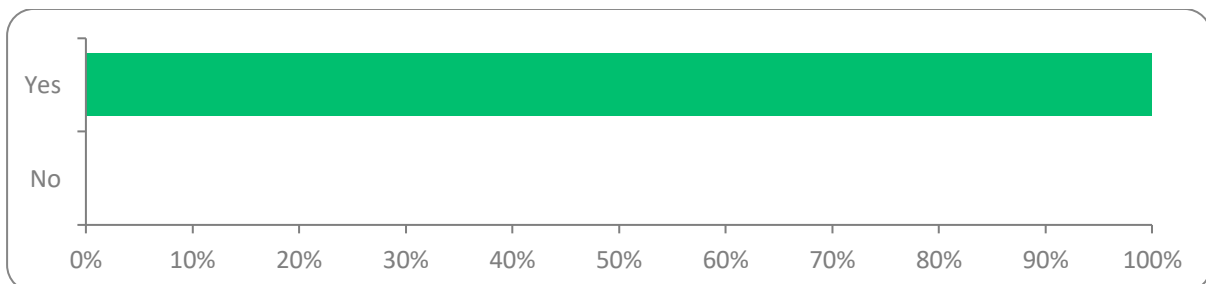
- Great assertive leadership/facilitation from Garry. Constantly challenging and ensuring we remain on track and explore new initiatives.

**Q5: As a result of the Co-Innovation program has your business demonstrated an improved willingness to innovate and/or reduced timelines to innovation adoption?**

Answered: 11 Skipped: 4

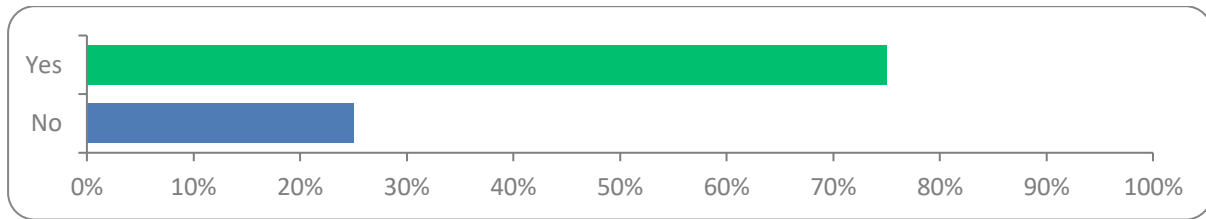
**Q6: Have you achieved your documented innovation objectives for the year?**

Answered: 10 Skipped: 5



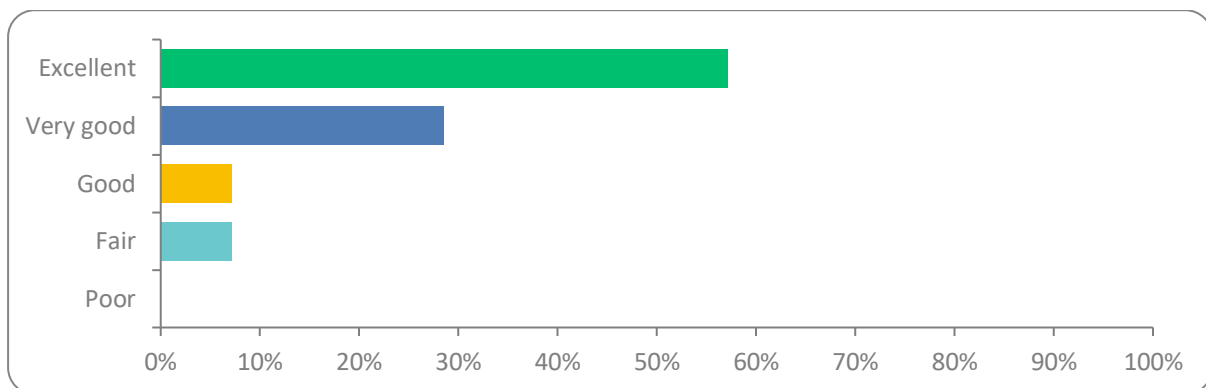
### Q8: Are any of these activities considered a first for industry?

Answered: 8 Skipped: 7



### Q9: How would you rate the venue/location?

Answered: 14 Skipped: 1



### Comments:

- Great forum to connect to the rest of the meat industry.
- It's brilliant to have actual and online meetings together. It's a shame not able to attend in person.
- Closer to the city would be easier for face-to-face travel.
- Wooden chairs uncomfortable.
- Great to see the venue at Kilcoy. Not the best location for ease of access. Please consider Brisbane or Sydney so MLA staff can present in person.

**Q11: Indicate which 2 of the following are a priority for you in terms of training:**

Answered: 14 Skipped: 1

