



CENTRE FOR AUSTRALIAN ARMY LEADERSHIP

# AUSTRALIAN ARMY LEADERSHIP SEMINAR

# Leading in a Learning Organisation

04 May 2022

ADAMS AUDITORIUM  
AUSTRALIAN DEFENCE FORCE ACADEMY

AUSTRALIAN ARMY  
LEADERSHIP PROGRAMME



DEVELOPING EXCELLENCE



# Timetable

Time	Event	Presenters
0830-0845	CAAL welcome	LTCOL Jamie Martin
0845-0915	<b>Chief of Army address - Leadership for an Army in Motion</b> Q&A	<b>Lieutenant General Richard Burr, AO, DSC, MVO</b> - Chief of Army
0930-1030	<b>Leading in Uncertain Times</b> Q&A	<b>MAJGEN Jake Ellwood, DSC, AM, CSC</b> – Queensland State Recovery Coordinator
1030-1100	Morning Tea – Lobby, Adams Auditorium	
1100-1200	<b>Drive High Performance</b> Q&A	<b>Michelle Mitchell, OAM, OLY</b> - Queensland Academy of Sport
1200-1300	Lunch – Lobby, Adams Auditorium	
1300-1400	<b>Preparing for the Future</b> Q&A	<b>Major General Andrew Hocking, CSC</b> - Recruiting and Retention Tiger Team co-lead
1400-1430	Afternoon Tea – Lobby, Adams Auditorium	
1430-1530	<b>Organisational growth and continuous learning</b> Q&A	<b>Dominic Price</b> - Atlassian (Head of Learning)
1530-1600	Reflection and CAAL closing	LTCOL Jamie Martin

# Lieutenant General Rick Burr, AO, DSC, MVO – Chief of Army



Lieutenant General Burr assumed command of the Australian Army on 2 July 2018.

He joined the Army in 1982, graduating from the Royal Military College, Duntroon in 1985 to the Infantry Corps. He has seen service in the 8th/9th Battalion, the Royal Australian Regiment and the Special Air Service Regiment, which he commanded in 2003-04.

His senior leadership roles have been diverse. He was previously the Deputy Chief of Army, and prior to that as Deputy Commanding General US Army-Pacific – the first foreign officer to hold such a position. In 2011-12 he was commander of the 1st Division and Deployable Joint Force Headquarters.

His operational commands include Commander of Special Operations Forces to the International Security Assistance Force in Afghanistan in 2008, and, earlier, Commander of Australian Special Operations Task Groups in both Afghanistan (2002) and Iraq (2003).

In addition to his command roles, Lieutenant General Burr gained broad experience across Army, Defence and the Australian Government in a range of staff, training and representational appointments. Committed to the development of our future leaders, he has served as an instructor at the Royal Military College at Duntroon, and Chief Instructor of the Australian Defence Force Warfare Centre, responsible for the education and training of ADF officers in planning joint operations. In key staff roles he was the senior operations and plans officer in Headquarters Special Operations Command in 2001–02, and Military Assistant to the Chief of the Army in 2005. As a colonel he served as Director of Force Structure and then Director General Preparedness and Plans in Army Headquarters. In 2007, he was seconded as a senior adviser to the Department of Prime Minister and Cabinet, and was Director General Military Strategic Commitments in 2009–10. In a key representational appointment, he was the Equerry to Her Majesty Queen Elizabeth II for the Royal Visit to Australia in 2000.

Lieutenant General Burr is a Distinguished Graduate of the United States Marine Corps Command and Staff College and graduate of the USMC School of Advanced Warfighting. He holds a Bachelor of Arts from the University of New South Wales, a Master of Military Studies from the Marine Corps University, and has completed the Harvard Business School Advanced Management Program. His personal awards include being appointed Officer of the Order of Australia, Distinguished Service Cross, Member of the Royal Victorian Order and a number of foreign awards for distinguished service. He is also Patron to the Defence Australian Rules Football.

# Major General Jake Ellwood, DSC, AM, CSC



Major General Justin “Jake” Ellwood assumed the appointment of the State Recovery Coordinator on 08 March 2022. He is a graduate of the Royal Military College – Duntroon and was appointed to the Royal Australian Infantry Corps in 1990. His early career includes platoon command in the 2nd/4th Battalion and operational service with the Irish Guards in Kosovo as Second in Command of a Warrior Company. Major General Ellwood commanded an infantry company in East Timor and served as the Brigade Major of the 1st Brigade.

Major General Ellwood was appointed Commanding Officer of the 5th Battalion from 2007 to 2008. During his tenure, he commanded a light armoured battlegroup in Iraq and a light infantry battlegroup in East Timor. Major General Ellwood deployed to Afghanistan as the Chief of Operations within Headquarters Resolute Support from 2014 to 2015. His career also encompasses diverse staff roles including Liaison Officer to the United States Marine Corps and Chief of Staff Headquarters Forces Command. Prior to his current appointment, Major General Ellwood has served as Deputy Chief of Army, Commander 1st Division and Deployable Joint Force Headquarters, which included appointments as National Coordinator for the ADF response to Operation Bushfire Assist during the Black Summer of 2019/2020 and Commander Joint Task Force 637 – South-West Pacific.

Major General Ellwood’s personal awards include a Commander British Forces Commendation and a Divisional Commander’s Commendation. He was awarded the Distinguished Service Cross for his command and leadership in Iraq, a Commendation for Distinguished Service and the United States Legion of Merit (Degree of Officer) for his service in Afghanistan. Major General Ellwood was appointed as a Member of the Order of Australia in 2019 for service in multiple senior appointments within the Australian Army and was awarded a Conspicuous Service Cross in the 2022 Australian Day Honours List for outstanding achievement as Commander Headquarters 1 Division and Commander Joint Task Force 637 – South West Pacific.

He holds a Bachelor and Master of Arts from Deakin University, a Masters of Management (Defence Studies) from the University of Canberra and a Graduate Diploma in Education (Secondary) from Monash University. Major General Ellwood is a graduate of the Australian Command and Staff College, Higher Defence College as well as a graduate of the Oxford Advanced Management and Leadership Program.

# Michelle Mitchell, OAM, OLY – Queensland Academy of Sport



Michelle is a veteran Hockeyroo who is regarded as one of Australia's all time hockey greats. Her career highlights include gold medals at the 1996 Olympic games in Atlanta, gold in the 1998 Kuala Lumpur Commonwealth games, and a World Cup gold medal.

After Michelle's playing career, she was the Director of Coaching in Switzerland, Director of Coaching at the prestigious Teddington Hockey club. Discovering her passion for engaging people with unique learning experiences, Michelle worked as a project manager for the Beacon Foundation that engaged young people with authentic learning experiences.

Michelle then went on to work as the Player Development Manager for the Gold Coast Suns and the Surfing Australia athlete wellbeing and engagement manager. Michelle, further invested into investing into individual journeys to increase high performance as the Career and Education Practitioner and her current position as the Athlete Wellbeing and Engagement Lead for the Queensland Academy of Sport. Michelle is considered a world leader in creating innovative pathways to enhance athlete journeys across the education, well-being, and high-performance domains. Michelle brings a unique approach to adaptive leadership to balance the wants and requirements of the individual to the organisational outputs that results in continued high performance (meeting organisational goals) along with bespoke individual development.

# Major General Andrew Hocking, CSC



Major General Andrew Hocking is a graduate of the Australian Defence Force Academy and the Royal Military College Duntroon. As an infantry officer he has served in regimental appointments in 1, 3 and 7 Brigades. This includes command of the 1st Battalion and the 7th Combat Brigade.

Major General Hocking's operational service includes two tours of East Timor as an Adjutant/Battle Captain and as a Company Commander, and two tours of Afghanistan as a planner in the International Security Assistance Force Headquarters and as a Battle Group Commander of Mentoring and Reconstruction Task Force - Two. Overseas postings include as an instructor at the Royal Military Academy Sandhurst, as Plans Branch Chief at United States Pacific Command and as a student at the Royal College of Defence Studies in the United Kingdom.

Other notable postings include a twelve month secondment to the Department of Prime Minister and Cabinet, six months as a Visiting Military Fellow at the University of NSW where he researched and published a paper on optimizing Australia's veteran support system, and eighteen months as the Deputy Coordinator of the National Bushfire Recovery Agency.

Major General Hocking recently led a Chief of Defence Force directed research project which included the publication of a paper titled *Preparing for the Future: Key Organisational Lessons from the Afghanistan Campaign*. The paper captured organisational level lessons from the Afghanistan Campaign with the aim of stimulating the ongoing reflection and debate necessary to prepare the Australian Defence Force for future challenges. Major General Hocking is currently co-leading a body of work focused on optimizing Defence recruiting and retention.

# Dominic Price – Head of Learning at Atlassian



Born to Joy in the harsh Manchester Winter of 77, Dominic has a career that has reached far and wide through Europe, US and Asia PAC.

An accomplished TED speaker, Dom is proud to work at Atlassian, the home of the most intelligent t-shirt wearers in business. As our resident Work Futurist Dom is our in house “Team Doctor” helping Atlassian scale by being ruthlessly efficient and effective, and spends over half his time helping our customers navigate transformation, agility, leadership, and the future of work.

Dom helped pioneer our Team Playbook and has a deep passion for understanding of teamwork and the changes we need to make today to build thriving businesses.

He has previously been the GM Program Management for a global gaming company and a Director of Deloitte.

A keen traveller, Dom has traversed over 53 countries so far, but after 17 years on these shores, he calls Australia home.