

*Director*  
INSTITUTE

# BOARDALERT

EXCLUSIVE MEMBER NEWSLETTER

APRIL 2016



Connecting  
top, fresh  
Director  
talent with  
board  
opportunities

**ALSO INSIDE:**

Meet the Directors steering  
our world-renowned Arts  
organisations:

John Irving  
Ilana Atlas  
Mike Utsler

Over 250 Director  
and advisory board  
opportunities available

plus much more!

## WELCOME TO THE LATEST ISSUE OF BOARD ALERT



Just over a week ago we held our first ever Platinum Executive Intensive Program at the InterContinental, Double Bay and I'm thrilled to say it was a huge success. Thank you to the incredible group of senior directors, CEOs and entrepreneurs who came together for the intensive three-day program.

Due to the success of the event we have now confirmed the next one, which will be held on 7 – 9 September. If you're interested in kick-starting your board career, or want to expand your board portfolio this year get in touch to secure your place.

This month we were thrilled to meet and interview some amazing directors from our Arts community including Ilana Atlas – Chair of the Bell Shakespeare Company, Mike Utsler, Non-Executive Director of the Western Australian Symphony Orchestra and John Irving, Chair of AMPAG, and the State Theatre Company. Thank you for generously sharing your wisdom and insights with our Director Institute network.

As always we have hundreds of exclusive board directorship opportunities, and the best roles from the market place listed in this issue. And - don't forget – we are holding the next of our Director Institute luncheons, on May 20 in Sydney, and May 25 in Melbourne. Nigel Phair our Cyber Security Expert will be providing a Cyber Crime directors briefing at the lunch. This is a strictly limited event so book your seat asap.

*Kylie*

Kylie Hammond | CEO | Founder

## Inside This Issue

### FEATURE INTERVIEWS

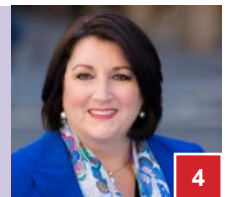
Meet the Directors steering our world-renowned Arts organisations

7 13 20



### KYLIE HAMMOND

Connecting top, fresh director talent with board opportunities.



4

### ITA BUTTROSE

The Value of Networking



17

Networking is critical to your board career



17

## DIRECTOR INSTITUTE MEMBER EVENTS

### Director Institute Luncheon Series

### Cyber Crime Briefing

Join us for a 2-course lunch and hear from one of Australia's leading cyber crime experts, Adjunct Prof. Nigel Phair, for an exclusive Board Briefing where he'll share his insights regarding cybercrime in Australia.



35

Are you ready to kick-start your Board Career or expand your Board Portfolio?



37

## Contents

<b>Feature Interview:</b> Kylie Hammond - Connecting Top Fresh Director Talent with Board Opportunities	<b>4</b>
<b>Feature Interview:</b> John Irving	<b>7</b>
<b>Feature Interview:</b> Ilana Atlas	<b>13</b>
<b>Director Spotlight:</b> Tim Alison	<b>19</b>
<b>Feature Interview:</b> Michael Utsler	<b>20</b>
<b>Feature Interview:</b> Kerrie Lavey	<b>22</b>
CEO Mentoring Services	<b>24</b>
Welcome to the Boardroom Mentoring Program	<b>25</b>
<b>Director Spotlight:</b> Dimitrios Bairaktaris	<b>26</b>
<b>Director Spotlight:</b> Shane Preston - Temasys	<b>27</b>
Platinum Executive Portfolio Membership Program	<b>30</b>
<b>Director Spotlight:</b> Lindsay Munns	<b>31</b>
Exclusive Opportunities	<b>33</b>
Director Institute Luncheon Series - Cyber Crime Briefing	<b>35</b>
Great Roles to Consider for First Time Board Directors	<b>56</b>
Summary of External Opportunities	<b>58</b>
Commercial Opportunities	<b>59</b>
Public - Unlisted	<b>60</b>
Government Opportunities	<b>61</b>
Not For Profit Opportunities	<b>63</b>
The Last Word	<b>66</b>



FEATURE INTERVIEW



## Connecting top, fresh director talent with board opportunities.

There is a fresh, dynamic talent pool of quality directors available with phenomenal skills and capabilities that can make a real contribution at board level. Business First speaks with Kylie Hammond of the Director Institute about what it takes to thrive in a board role.

### Kylie – what led you to found the Director Institute?

I have been involved in senior level recruitment, executive coaching and mentoring for twenty years, and recognised that there was a real gap around connecting fresh director talent with board opportunities. The board search market in Australia is extremely limited. It's very tired. It's the same people doing the same searches and they're tapping into only a fraction of the true board director talent pool that is available in this country. So I wanted to provide up and coming, emerging director talent with a genuine opportunity to get their first, second or third board position.

My aim is to refresh boards in Australia so that they are constituted by more than the same group of directors that are often driven by the old school business network.

A good board director might have quite a different profile to many of those highly regarded amongst the current crop of board directors. While accountants, lawyers, ex-professionals and service firm executives have traditionally found their way onto boards, Director Institute looks for

“Knowing when to speak up and when to listen in the boardroom is important because those personal dynamics - those relationships, are very important to the way in which decisions are made.”

people with a broad set of relevant skills that will help the company on its journey. Typically we try and look for people who have experience in strategy. The board is there fundamentally to oversee the strategy of the organisation, so people who've had exposure in forming strategy and executing strategy are

highly sought after. We also look for people who really understand risk management.

The board's main task is to oversee all areas of risk – financial, human capital, resources and reputational risk of the organisation. Strategy and risk are the really hot skill sets, however a diverse range of skills, experience and perspectives around the boardroom table is also important.

### How can a Board Director have a positive impact on the Board?

The role of a good Board Director involves a lot of hard work. The days of just swanning into a board meeting and not being prepared, or treating it like it's a casual arrangement are well and truly over. You really need to be organised and thoroughly prepared for your board meetings and you need to be an active contributor. It's vital that you have read all of your pre-meeting materials, and that you are prepared to debate and challenge the business strategy to ensure that it is right for the business. However, there is more to providing input as a board member than hotly debating every issue. Knowing when to speak up and when to listen in the boardroom is important because those personal dynamics - those relationships, are very important to the way in which decisions are made. Every board member has been chosen for a reason, so enabling every voice to be heard is a crucial part of ensuring that the best decisions are made.

### How involved in the business should board directors be?

People who take a professional approach to a board appointment and have a strong work ethic do well. But it's the director that goes the extra



Ita Buttrose AO OBE - Chair of Director Institute Advisory Board and Kylie Hammond of the Director Institute are advising potential board members about how to seek board positions.

step to fully understand both the governance and operational issues of an organisation that perform the best.

Obviously there's a necessary demarcation between the roles of a board member and management – and certainly board members aren't expected or encouraged to become meddlers in the business, but they do have a legal and fiduciary responsibility to be across what's really going on in the business and, at times will need to make their own independent inquiries.

#### What does it take to get onto a board?

There are a variety of things that people need to consider if they're thinking of developing a board career or looking to expand their board directorships. The first thing is to really understand your personal value proposition - or in other words, understand where you're going to add the most value to the board, and importantly be able to clearly articulate that to prospective board employers. Then, you need to make connections with the available opportunities in the market. Many board roles are not advertised; so networking with other chairs, or directors is vital if you want to find out when new opportunities become available.

Organisations like Director Institute are helpful in this respect as they focus on connecting directors with tangible, often exclusively available board opportunities, and with other directors.

#### CEO interaction with Boards – how much is too much?

Many CEO's rely on a really good chair for mentoring and advice and as a sounding board for key business decisions. Very rarely would you see a situation where contact with the board is limited strictly to monthly board meetings. You would expect the chair and the board of directors to have a healthy dialogue with the chief executive on a regular basis. The CEO should also feel that they can reach out to board members or the chair, as and when he or she requires.

#### What actions should people wanting to have a board career take?

Understanding how the market works and how others have secured their first board position is really valuable. Investing the time and energy getting appropriate qualifications and education is also crucial. The people who are serious about this really do take that time to clearly articulate where they're going to be able to make that contribution and in due course market themselves appropriately. These days you need to market yourself like any product or service. You need to ensure that your brand is clear across all your collateral including online profiles such as LinkedIn, your Executive Resume and Board Resume. Most recruiters, other board directors, or even colleagues who are meeting you for the first time will look you up online first, so make sure that you spend the time to position yourself correctly – and professionally!

“The real challenge for board directors is getting connected to the opportunities at the time when they're available.”

Typically board positions are appointments for a period of time and it will often be one to three year terms. Boards need to renew because the requirements of a company or an organisation change over three to five-year periods, and fresh perspectives, and insights are key to good governance. I believe that the performance of directors needs to be reviewed, along with the skills and composition of the board, to ensure that the right people are around the table for the company at the right time. While renewal is important, these roles shouldn't be seen as short-term appointments. It's really important that there is stability for given periods in the boardroom.

#### There are obviously risks associated with becoming a board director. How can you mitigate that risk?

Director insurance has become a more essential service in an era in which,

“I always surround myself with people who are smarter, wiser, and more experienced than myself and I think that has probably been the key to my success.”

far more than in the past, courts are prone to find that the buck actually does stop at the top. Understanding the risks associated with building a board career is critical, and part of any director's professional risk management strategy should include adequate

D&O insurance cover. The Director Institute has partnered with Insurance House to develop an exclusive personal director and officer's insurance policy. Companies will typically insure their board of directors, but there are limitations on that insurance and there are many instances where a board director would not be insured. Effectively 'Director Guard' is a gap policy that addresses some of the gaps that occur in the bigger, overarching director and officer's insurance policies.

#### Board recruitment –what is the state of the market?

There are literally thousands upon thousands of companies; small to medium enterprises right through to quite substantial private and publicly listed companies that all seek board directors or advisory board members every year. In addition to that you have a very significant not-for-profit, sports, arts, community based sector that also seek board directors. Each of these organisations will be looking for particular skills, expertise and knowledge to add to their board, so there is no one 'type' of person that they're looking for. The real challenge for board directors is getting connected to the opportunities at the time when they're available. It's not as transparent a process as people might think, and certainly you need to be well networked to find out about the opportunities as they arise.



#### For you personally, what are the pros and cons of running your own business?

I regard setting up my own business as one of my most significant achievements to date. It takes a lot of courage to move from being an employee to launching and starting your first business. You really need to take a leap of faith because you're no longer going to be able to rely on that regular pay cheque.

It's important to remember though that things won't always go smoothly. Actually some of my failures have resulted in some of my best achievements, in that I learned from all the mistakes I've made along the way. I'm a very resilient person and when things have not gone so well I've been able to pick myself back up and get going again.

#### What is your secret to success?

I always surround myself with people who are smarter, wiser, and more experienced than myself and I think that has probably been the key to my success.

#### What are your plans for the future?

Continuing to build and grow Director Institute is my priority. This is a real passion of mine - to really improve the quality of directors that are in the boardroom and I want to really open up that talent pool. That is my focus and where my passion lies and we're having a lot of fun doing it.



FEATURE INTERVIEW

# John Irving

This month we were thrilled to speak with John Irving, Chair of the AMPAG and State Theatre Company of South Australia's boards as well as Director of the South Australian Tourism Commission.

Along with these directorship roles, John is also a Business Advisor to a number of South Australian based companies, and shared with us his views on the role of a director, and the challenges facing the arts sector in Australia.



**John – could you tell me a bit about your business background, and what led you to start your board career?**

Originally I trained as an accountant and did four years of audit as most of us did back in those days, then had an opportunity to move into the corporate recovery area – liquidation, receivership and so forth. I really enjoyed the work and I've always gravitated towards a problem-solving situation no matter what I have ended up doing. I always try to solve and grapple with problems, and insolvency provided me with a great opportunity to do that.

In 1980 I began working for an organisation called Allert Heard and Co, and Rick Allert, who is a very well known public company board director these days, and John Heard were the ones who triggered my interest originally in board roles. At that time John Heard was the president, or the chairman of what was then the Australian Institute of Company Directors, and for some time I worked as John Heard's minutes secretary for those directors meetings. In those days I did a lot of running around, and that was probably what got me interested in the board side of things – just listening to those discussions. I especially like working in teams to achieve things and a board position gave me the opportunity to do that.

**When did your board career begin?**

The first external board I ever joined was the Royal South Australian Deaf Society, who were at the time looking for an accountant to join their board. I thought that was the perfect opportunity to get involved in something –

both in an NFP sense, but also to be able to use the skills I had. I was on that board for about five or six years.

That experience provided a great introduction to boards generally. Apart from anything else it wasn't an easy board to be on. I'm not saying that in a negative sense, but there were a lot of issues to grapple with relating specifically to the deaf community, as well as the usual funding and financial issues that NFP's often have to content with.

The very nature of the organisation was challenging. Half of the board were actually deaf which introduced a more complex communication scenario to work through to ensure we had all the appropriate discussions we needed to have. This provided me with a great learning opportunity. It taught me a lot of lessons about patience – which my wife tells me I don't have a lot of. I had to learn to give people the time and opportunity to communicate. Business people sometimes tend to go into the NFP sector with a view that perhaps they know more, and can have a tendency to preach a little. I think that was a great introduction for me because it taught me very quickly that I didn't know much at all and that I shouldn't be preaching to anybody.

**What do you see as the biggest differences between an NFP board and a commercial board? Does this impact the way in which the board operates?**

I don't believe there are any differences. I think if you treat an NFP board any differently from a commercial board then you'd be doing the board

and organisation a real disservice. They are all there for the same reasons – they have all got a wide range of challenges. Certainly they will both always have a financial focus as well as a responsibility for overall governance and succession planning amongst other things. Making sure you've got the right senior team in place and the right CEO is vital, and succession planning for the CEO and for the board itself is an ongoing priority and focus.

*In an NFP is there a pressure to deliver philanthropic or artistic benefit vs profit?*

I see it differently – I think it's about driving the performance of the organisation. Whatever the outcome is that you're seeking, the board is obviously there to put in place systems and processes that will drive the achievement of that outcome.

That may include an artistic outcome, but it also involves the commercial outcome. The term not-for-profit is very misleading. We love making a profit - absolutely – the more profit or surplus that we make, the more we can plough back into what we're doing.

The risk profiles of NFP's and commercial organisations are also very similar. You see these risks play out almost every day. You can do an awful lot of reputational damage very quickly, regardless of whether you're in the NFP or the commercial space. Protecting the reputation of the brand is one of the key roles of the board.

*You bring a strong mediation capability to your role, what have been some of your biggest challenges from a leadership perspective – either in your commercial or board career?*

I gravitate towards problem solving type situations. I love teasing out issues and I love questioning people's perspectives. My wife is getting very adept at kicking me under the table at dinner parties where I tend to



start doing that in say political conversations – she accuses me of leading people on!

For me it's about communication. It's about making sure that you're clearly understood in relation to what you want to achieve – but are also listening to what others are saying. None of us are 100% perfect, some of us are far from perfect, and we need to listen all the time to other people's perspectives – listening to the feedback we're getting so that we can continually re-calibrate what we're doing, and how we're seeing the world.

It's a trite thing to say, but the world is changing very quickly – and that is the same in the NFP space. You only have to look at what has been happening in the arts funding space over the last few months with the changes that Minister Brandis has imposed. Those changes caused a huge amount of effort, cost and focus having to be diverted from other core issues within the arts community. I mention it because it's a good example of what happens and why boards need to be continually looking





out beyond the horizon, beyond their immediate day-to-day issues. They need to be actively asking 'What's out there today that's going to be impacting on us in the future?'

I'm in a very fortunate position in that I'm also chairing AMPAG, which is the Australian Major Performing Arts Group that is a representative company of the larger arts companies, and we were heavily involved in all of the discussions that stemmed from the changes to government funding. It was also very interesting for me personally as I was able to hear feedback coming from all sides and benefited from the variety of different perspectives that people had on the impact of the changes in Government spending.

But back to your original question – what is the biggest challenge? I think it's about communication and understanding. I think the biggest problems that I've ever had in my career have been when that communication broke down and there was a misunderstanding about what it was that we wanted to achieve, or how it was going to be achieved.

**What skills or personal traits do you think makes a great Board Director and does this change depending on whether the director is on an NFP, or Commercial Board?**

I think whatever board you join, you've got to be enthusiastic about what it is the organisation is doing. I've seen people join a board because they wanted to be on a board, rather than having an interest or passion about what that organisation was in fact doing.

Obviously you need to have the particular skills that the board is requiring. However, in addition to your functional expertise, individuals have to have another level of engagement in what is going on around them. You've got to be focused but you've also got to have a broader perspective on life because there are so many things that will influence the success or otherwise of an organisation.

You've got to be passionate about the organisation, you've got to have an enquiring mind, and you have to be asking questions continuously. You need to be testing all the time, and asking questions of your fellow directors, of yourself, and of the CEO.

I learnt that skill most likely from Rick Allert initially who always asked the same question in different ways over and over again. You might get 10 different answers, but in those 10 different answers you'll be able to distil what's actually going on.

**Have the skills required by the board changed over time?**

I think there has always been a need for a diverse range of interests and skill sets on any board. However, these days there is much more of a focus that you've got a good process in place to ensure you are always checking that you have the right mix. In the boards that I'm involved with, we go through a regular process of reviewing the boards skills using a check-list to re-evaluate what skills we absolutely need, what we have at that point in time, identify the gaps, and address how we're going to fill that gap.

We go through that process every time we need to replace a director. When someone has to move on, we challenge ourselves by questioning whether we need to find a candidate with the same skill set, or whether we have another director on the board with a similar skill set, allowing us the opportunity to introduce some new capability to the board. It's a non-stop process of renewal. We need to ensure that the board is as relevant as it possibly can be for the time that it's in, and the job that it's got.

**How much time do people need to invest in a directorship. What's involved?**

I don't think there's a single answer to that. It depends. At a very minimum you are going to have board papers to review before each meeting and



you must be on top of those board papers. That can sometimes be difficult when you receive a 2-inch thick pack of papers, at a time when you might have a thousand other things going on. I will admit that there have been occasions when I've turned up to meetings without being fully across the papers because of circumstances - and I hate it. I hate sitting there knowing that I'm not across all the information, and that really drives me then to make sure that I better prepare the next time.

You've got to be across the papers to start with but over and above that you need to be enquiring about the industry that your organisation is in. You have to be scanning the media to ensure you know what's going on more broadly. I'm involved with the arts, so I'm constantly looking for information about what's going on. Whether it's on a twitter feed, or a news story, it's all-important. It all provides context and helps you to understand the environment within which your organisation is playing.

In terms of time, as much as it needs and that will vary - sometimes it's a lot - particularly if you get yourself involved in committees. Because of my background I often end up on the audit and risk committee - which I love. Again it's what I like to do, but often that's a committee that gets a lot of work to do.



“Whatever the outcome is that you're seeking, the board is obviously there to put in place systems and processes that will drive the achievement of that outcome.”

### What are the biggest issues or challenges facing the Arts NFP community right now?

Funding tends to be the thing that comes out on top of the list most of the time, but it would be simplistic to say that all of the issues for an arts company are funding related. There's a lot of other things that you have to get right. My view about any sort of business is that if you focus on the bottom line you're going to make bad short-term decisions. I'm happy to say that in my time, for example as Chair of the State Theatre Company, while there was some focus on the bottom line originally (which led to some bad short-term decisions), we quickly realised what we were doing, pulled back and changed the strategy.

My view is that in a general sense you have to work out what is best for business - what is your objective, what is your vision, determine how you'll get there - then do it. You need to find the right people for the right roles and you need to let them go and do their job - but you do need to monitor it and get feedback. Focusing just on the money is the wrong approach, but at the same time though you can't do much unless you have the funding. So, funding tends to be a limiting factor - particularly in the arts.

The bigger arts organisations are fortunate in that we have three-year funding arrangements in place that provide us with a planning horizon that we can work within. But for the smaller organisations, or individual NFPs things can be extremely short term. Government funding tends to be project based, rather than supporting the operational aspects of the organisation. You might receive some funding to do a whole project, but you'll need to have in place the entire infrastructure in order to deliver that project, and the funding generally doesn't come to support the infrastructure itself.

We had a good discussion in our boardroom just the other day. There is a strongly held view that our funding pool is shrinking - as the government are spending less. There is some truth in that and governments everywhere are in a cycle where they're pulling back. Other people have said, that the funding pool is not shrinking arguing that funding opportunities are actually greater than they've ever been - just in different places.

What has changed is that we probably have to work harder to persuade the person with the money that they should part with it. Corporate sponsorship is probably the most obvious opportunity, but again that's going through a down phase at the moment. Most corporates at the moment seem to be reducing rather than increasing the amount they're putting into philanthropy. We understand that and we have to work with that.

Personal philanthropy however is actually increasing in Australia, off a relatively low base of course - but increasing never the less. Personal philanthropy is no where near as strong as it is say in the US, however we are by no means the worst in the world. We often hear about the US situation, where personal philanthropy plays a much bigger role in the funding of arts organisations. It's not necessarily a better way of doing things; it's just a different process.

Again, I'll talk about the State Theatre Company - in our case - we had not been historically very good at either corporate sponsorship, or at personal philanthropy. We had part of our organisation dedicated to it, but if you looked at it critically we came to the conclusion that we hadn't been doing it well enough, so we reviewed that situation and changed our focus.

We've been very fortunate to recruit some great people in that area over the last few years - each person incrementally adding to our success. We've just had to go through a process of review again. Our development manager recently had the opportunity of a lifetime to move into a role that he was very keen on, and fortunately we've managed to find a replacement who will take us forward again.

Boards are very important from a fundraising, philanthropic aspect. While it's great when individual board members can put their hands in their own pockets – unfortunately they're not always in a position to do that. But the board certainly has to have a focus on how the organisation is going to fund the things that we want it to be doing. That could involve encouraging friends with deep pockets to become more involved, or it could be in encouraging companies to become corporate sponsors, or simply introducing new personal networks to the company – broadening the reach of the organisation.

In selecting new board members that is absolutely part of what we need to look for – and is a part of the review process. You don't want a board that has been built purely on the basis of the networks that they have – you need to be able to walk and talk at the same time – have the essential skills and the valuable personal networks.

**What are your thoughts when it comes to remuneration for NFP board directors?**

Every dollar you take out of your budget and pay your directors is a dollar that is taken out of the budget for the core purpose of the organisation. The reason people like myself get involved in a board like the State Theatre Company is because as a director we're interested in pursuing the organisations objectives. It's a bit counter productive to be on the one hand giving board members a salary for being on the board, while at the

same time asking for it back in terms of philanthropy. So, I don't think it's a problem that we don't remunerate our board members – I think it's entirely appropriate.

The other issue is that of course, if you become a director of an arts organisation, or any commercial company, you take on risks as a director and if it all goes pear shaped, then you potentially have the same risks as you would in a commercial business. So, you obviously need to take that into account when you agree to join a board - but I think that's good. There's nothing like a bit of personal risk to focus the attention.

**Board and Advisory Roles**

- Chair of the AMPAG
- Director of Martindale Holdings Pty Ltd, (the company manages rural properties for the University of Adelaide)
- SA Chair and National Board member of the Australia Business Arts Foundation (AbaF)
- Chair of State Theatre Company of South Australia
- Director of The Big Book Club Inc
- National Director of AMPAG (Australian Major Performing Arts Group)
- Director of Yarra River Administration P/L and Yarra River Holdings P/L (Rural Property)
- Chair of 45 Park Pty Ltd (Property Development)
- Director of the South Australian Tourism Commission
- Advisor to the Boards and Owners of a number of Adelaide businesses across different industries.





**DirectorGuard**  
Personal protection for you

*Director*  
INSTITUTE

# AVOID GETTING CAUGHT OFF GUARD

A New & Exclusive Personal Directors Policy is now available to members of the Director Institute

Underwritten by Lloyd's of London and managed in Australia, DirectorGuard is a bespoke Personal Directors Insurance Policy singularly aimed at ensuring the best personal protection for you and your personal assets. Designed as a supplementary cover to a Directors & Officers policy or Management Liability policy, DirectorGuard is activated when your company or its policies refuse or are unable to indemnify you.



## Why Choose DirectorGuard?

- Exclusively designed for members of Director Institute
- Removes the issue of allocation amongst directors of boards
- Peace of mind in knowing you have consistent cover across all of your directorships
- Protection for your professional and financial wellbeing



## Policy Features & Benefits

- Competitive Premiums and No Policy Excess
- Up to \$500,000 Top Up Cover
- Automatic Cover for all non Listed Directorships
- Access to a panel of Legal Experts and free 30 minute legal consultation
- Automatic run off cover available

Contact us toll free on 1300 305 834 or by email at [directorguard@ihgroup.com.au](mailto:directorguard@ihgroup.com.au)

FEATURE INTERVIEW

# Ilana Atlas

Ilana Atlas is Chair of the Bell Shakespeare Company, and a non-executive director on a number of boards that include ANZ Banking Group Limited, Coca-Cola Amatil Limited, Westfield Corporation Limited and Treasury Corporation of New South Wales. She is also on the boards of the Human Rights Law Centre and Jawun Pty Limited and is a Fellow of the Senate of Sydney University.



Ilana, thank you for taking the time to share your insights and experiences. You've had an incredible career to date, and currently hold a number of very prominent board positions across a range of industries and sectors. Can you give us an idea of the journey you've taken to get where you are today?

I started my career as a lawyer with Mallesons Stephen Jaques (now known as King & Wood Mallesons) and throughout my career there held a number of management roles that included Executive Partner, People and Information, and Managing Partner. Management was clearly an interest for me, and I also gravitated to roles that involved both recruitment and the people side of the practice – which has always been a passion of mine.

After about 17 years as a partner in the firm, I was fortunate enough to be offered the role of Group Secretary and General Counsel at Westpac, which was a great opportunity and offered me the chance to jump into the corporate sector. As an M&A lawyer you regularly work alongside the board, and then as the General Counsel I worked quite regularly with the Westpac Board.

“it's important to play to your natural game.”

Westpac was, and is a very progressive company – particularly in the area of governance, so was a very good place to be General Counsel. David Morgan who was the CEO at the time and Phil Chronican (CFO) suggested that I might be interested in leading HR. This was quite a different area to step into, but the importance of people to the

## BELL SHAKESPEARE

success of a business had been something that I was very interested in at Mallesons, and I felt it was an opportunity I couldn't miss. Having said that, I didn't really have any formal training in the area – but went about doing that, and moved into the Group HR role for the next 7 years, which was an extraordinary opportunity. It was the best career move I made.

After that time it felt the right time to do something different – and the non-executive director world was of great interest to me. I'd been on a number of boards through my career. At the time I was on the board of Bell Shakespeare, the council of ANU, and on the board of a business education organisation. So it felt like a natural transition to make.

How do you choose the board roles that you take on?

There are a couple of things that I consider. First it's important to play to your natural game. The driver for any director is that you want to add value to the company that you are part of and this is far easier to demonstrate when you can contribute to areas in which you have specific expertise, and that you know well.

I have financial services experience so when I was offered a job on the board of Suncorp it was a great opportunity. Patrick Snowball had just started as CEO, and it was a time of enormous change for the Company.



OTHELLO  
production 2016

Starring Ray Chong Nee  
and Yalin Ozucelik

I also think it's very important to have confidence in the capability of both the CEO and the Chairman of any organisation you choose to work with.

I'm always interested in learning – so while I hope that I can contribute a lot to the organisation, I'm also very conscious that I can learn a lot as well. That's been the case for me in every organisation that I've been involved with.

The diversity of roles is interesting. To be involved in a broad range of organisations across many different sectors, with the opportunity to work with interesting people and be able to see what others can achieve. That's inspiring.

**How important have mentors been throughout your career?**

I've had mentors right through my career. In retrospect, it's quite interesting in that, at the time, I would not have described those people as mentors. There have been many people who have been supportive of me in many different ways throughout my career.

“one person  
can't usually be  
'all things' from  
a mentoring  
perspective.”

Mentoring relationships can take a number of different dimensions and provide different things to you. I think it's important for people to understand that one person can't usually be 'all things' from a mentoring perspective.

You need to understand how people can support you. In some instances a mentor might simply be the person who gives you the chance you need at a given moment, or it might be the person who is your advocate and

your sponsor, in other cases, its someone who is able to provide advice on how to navigate a situation or organisation.

**What have been some of your greatest achievements, or highlights from your career?**

You do tend to remember the most recent things. I think that a lot of what is happening at Bell Shakespeare makes me very proud because it's been very much a team effort.

The company has gone through significant transition as a result of John Bell stepping back from the Company. We're an eponymous company so it was always going to be a challenge when John Bell stepped away from Bell Shakespeare. I think it has been a very successful transition to our new Artistic Director Peter Evans, in no small part due to John Bell himself and his continued commitment to the Company

Last December we had a party for everyone in the Company celebrating everything we had achieved in our 25th year, and it was particularly rewarding – being able to look at every person in that room who had personally contributed in some way to what had been an extraordinarily successful year for Bell Shakespeare. That made me very proud.

**What do you think are the key issues and challenges for commercial or NFP boards?**

From an Australian perspective, the big challenge facing boards is low growth. Notwithstanding that all the financial indicators look reasonably positive and balance sheets are strong, there hasn't been a huge amount of consumer spending.

Boards are also confronted by the constant challenge related to cost containment, when everyone would much prefer to be focused on revenue and growth.

Over the last couple of years we've seen a transition from the mining sector to the service sector. While a lot of the data and metrics that are coming out show that it has been a relatively successful transition, in that there has been significant job growth in the service sector, those jobs are lower paid jobs. Wages have not grown, and that continues to create an environment where people do not feel confident in spending. I think that's something that we are going to have to get used to, and I think as a nation we need to focus on understanding what it's going to take, what amount of innovation and creativity we'll need to kick start that growth.

The priorities for not-for-profit boards are different from commercial boards in some respects. The success or failure of the NFP is all about securing its future - its financial wellbeing. That's the board's main focus

Romeo & Juliet  
production 2016

Starring  
Alex Williams and  
Kelly Paterniti



– in a very direct way. Obviously if you're involved in a publicly listed company, there are a range of issues you're talking about – it isn't as direct and as much of a focus as in an NFP.

I think it's very challenging for not-for-profit organisations for a number of reasons. For a start I think there are far too many of us. NFP's are facing less government support, less support from the corporate sector – and we're all increasingly focused on philanthropy, from the same people, which makes things extremely challenging.

There's been a lot of talk about whether it's appropriate that it be a precondition that board members have to 'give or get off'. It is not a term I like but I think the sentiment is absolutely appropriate. Obviously it's dependent on people's means, but we all need to understand that the financial well being of the organisation is the number one priority.

I think it is important that people who join NFP boards are passionate about the cause.

Often I hear people say that they want to start their board career – and consider joining a not-for-profit board as a good starting point. I believe that you should only join if you absolutely believe in the cause and are prepared to get in, and roll your sleeves up. Every seat on an NFP board is precious so all members need to have that passion and dedication.

In the case of Bell Shakespeare, directors agree to contribute to the Company in a number of ways; financially, attend as many of the Company events as possible, open up their networks to the company and be advocates as well as provide their expertise in many different areas - finance, legal, HR, marketing. The Board is very active and committed.

**How do you think the National Innovation and Science Agenda will impact the economy?**

I think it's very positive – the language is very useful and helps to create a different environment. It changes emphasis in the business community so that people feel that it's important.

**“you should only join if you absolutely believe in the cause and are prepared to get in, and roll your sleeves up.”**

One of the biggest challenges I see is that while there is a lot of digital innovation, it's still quite difficult to go from idea to building a reasonable business. In Australia, there isn't a culture of doing that and that's one of the challenges we have to grapple with. We're going to have to work out how to sift through the thousands of business ideas, and funnel investment into the best, most viable opportunities.

One of the exciting changes that I see now is that people in my age group, including a lot of people that I know, are starting to get involved, and are looking to invest in emerging technologies, and disruptive business solutions. These same people might not have previously been open to these types of opportunities but are now prepared to take those risks.

**In your opinion, what are the most important qualities that a Director brings to the boardroom?**

At the end of the day I think good judgment is so important. Being a good decision maker and being able to look at all the facts while understanding the consequences and drawing on relevant experience is invaluable.

I think it's also important to know your role as a director. Management run the business, and as a director - you don't, and you need to be very clear



“the big challenge facing boards is low growth.”

about what that means, and very clear about where you can tread, and where you can't.

You need to understand the business and the industry that you're in. Without the knowledge, it's impossible to make wise decisions.

**What tips or advice would you offer someone thinking of starting their board career?**

Be patient. I know what it's like to be in a very busy 24/7 executive career. A non-executive director career has a very different pace and a very different type of life, and the change requires an adjustment.

When starting your board career, I think it's important to treat it a bit like a project. You need to be very clear about what it is you bring to the table. You need to consider all you've achieved, all the experience you've had, the skills you've gained, your attributes – and determine what the package is that you can offer. It's really important to be very clear about what value you bring – and your resume needs to clearly reflect that.

It's also very important to be clear about the types of organisations that are of interest to you. That will then help you to shape what it is you offer those organisations. You need to be targeted in your thinking, and your approach. If you treat it like a project – and ask yourself questions like - What's your objective? What does success look like? How are you going to get there? What do you have, and what are you going to learn along the way, or what gaps are you filling? If you treat it in that way, it becomes a much more manageable exercise.

**How important is Networking?**

I think it is really important, although I must admit, I'm not one who really likes set piece networking at all. However, I have met and worked with a lot of people along the way and have developed good friendships and relationships – as have most people. Those people have grown with me and so I now know a lot of people who are involved in all sorts of organisations everywhere. It's important to think about that – to think about where the people you know are, and connect with them.

The Literati  
production 2016

Starring  
Kate Mulvaney





## The Value of Networking

by Ita Buttrose



**I'm always on the lookout for opportunities many of which have come through networking and by making connections.**

It's important to think of networking as a long-term investment in your future and a way to advance your career. Effective business networking helps you stand out in the crowd and stay visible. It opens doors, giving you connections that can lead to introductions to influential people. It also builds your reputation as a person of ability. People like to do business with people they know, people they trust.

No matter how busy you are you must network. When your goal is the boardroom you need to cultivate relationships with Director Institute of course and also people who are already on boards as well as boardroom head hunters, industry movers and shakers from organisations that reflect your interests and not-for-profit groups who are often searching for board directors prepared to work on a voluntary basis. If the work the charity does is something you are passionate about it can be extremely rewarding – and it gives you another opportunity to network.

Something to think about: Know your strengths. When you are building your boardroom network it's likely you will be asked what contribution you could make to a board's direction and success; what specialist skills would you could bring to a board. Boards are made up of directors with variety of skills. Having specialist skills and knowledge are a big plus for entry to the boardroom. Identify yours and work at improving them with the aim of developing a reputation for being really good at what you do.

## Networking is Critical to Your Board Career

by Kylie Hammond



There are many executives that would like to have a successful board career, however if you are not prepared to network with board directors, headhunters and the business advisors who recommend board members to their clients, then you are only ever going to have very limited success.

Networking is a key component to your board search strategy; without new board director connections and links to the unadvertised Board Search market, the best board director and advisory opportunities will be missed. What many executives who are seeking board roles fail to recognise is that you are actually invited onto the board by the Chair and Board of Directors. You need to work out a foolproof mechanism to build relationships with these individuals long before the board vacancy develops.

For some, networking is something that is quite foreign and I am often surprised at how uncomfortable even senior candidates are when approaching Chairs and Boards of Directors outside of their existing networks in order to cultivate new relationships. So, I have put together my Top Five Tips to achieving networking success and to help facilitate a smooth transition from executive to non-executive and advisory board career.



### 1. Make Networking a Priority.

Think about the types of connections you want to make and new relationships that would be helpful to your board career. You need to be attending at least 2-3 events per month and have a diary packed with regular and new functions that would enable you to expand your business network. Commit to doing this for several months and stick with it. Set yourself a goal to meet 20 new Board Directors this month, and monitor your progress. The art of networking can be mastered, but you need to make this an important area of focus in order to become comfortable and confident in this arena.

### 2. Don't Network Where the Usual Suspects Network.

If you want to uncover the best opportunities for board roles, you need to look for networking functions and events where Board-Level executives will be present and you should cast a wide net. I personally like to network where I have strong personal interests such as Horse Racing, Motor Sports, Tennis, Rugby and Wine appreciation based functions. I find that by mixing my personal interests with business networking, it doesn't really feel like business networking! Other avenues to consider are Chambers of Commerce, Legal, Professional Services, Private Equity and Venture Capital hosted functions as well as Start-Up Business pitch-festivals.

### 3. Get a Networking Buddy who has similar interests and can support you in your networking endeavours!

Having a colleague attend functions with you can work very well and might even push you out of your comfort zone to approach high profile Board Director/s that you wouldn't normally approach. Work out a game plan and tackle business networking together. Make it fun, help each other get introduced and have a strategy in place to help each other

move around the room and not get stuck with only a few executives. Don't under estimate the importance of introducing yourself to the host of the function and always ask them to make a few introductions for you to get you started off when you arrive.

### 4. Be Prepared to Invest Your Time.

Successful networking will take up time, require focus and effort, sometimes it may seem a bit hit and miss, but overall the rewards are immense. Meeting with the right Board Director, at the right event and at the right time, could pay significant dividends to your board career. Well-networked executives are never short of new career opportunities and offers to join multiple boards. Remember to always follow up your new connections and regularly reach out to your existing network. Leverage networking tools such as LinkedIn to make the process more streamline and professional.

### 5. Have Your Elevator Pitch Prepared so that you are comfortable introducing yourself and explaining what you do.

Look for opportunities in the conversation to indicate that you are seeking board appointments or building a board portfolio. A good question to ask other successful board directors is how they got their first board appointment. Of course, you should be armed with your business cards and follow up with a LinkedIn connection request following the initial meeting.

With a little bit of focus and effort, business networking can be great fun and very rewarding. Every successful board director I know gives this aspect of their board search strategy high priority.



## DIRECTOR SPOTLIGHT



## Tim Allison

### Tell me a bit about your background

I started in the tech related industry in the late 80's with a Jodee Rich technology distribution business called Imagineering and managed to stay in the tech related sector ever since.

In late 2004 I began to specialise in online content and the majority of my focus involved taking unique US online consumer technology into Asia. I was predominantly focused on US companies as they were creating the majority of cutting edge content and conducting significant research and development at the time, and the North Asian markets were quite advanced in their online rollout.

My role for the U.S. companies was to source and set up their partnership deals across all of Asia and India. This included negotiating their agreements and then consulting in terms of localisation and relationship management. The Asian markets are somewhere between five and seven years ahead of the Western markets in terms of their online adoption and movement into mobile. My exposure to the Asian experience in terms of how they engage consumers both socially and en masse, and how their different business models are used to monetise and scale their businesses has been incredibly valuable.

I've operated across a number of different sectors within the Asia market including media, education, gambling, gaming, social media and retail. As a result of this diverse exposure, I have a unique perspective of how Australian companies should engage with consumers and monetise that relationship.

### What boards do you currently sit on?

I'm currently on two boards - the first is Tailors Mark, which is a rapidly-scaling online customs clothing business based in Melbourne. It's has a global customer base and provides me with a stunning opportunity to help and focus that company and scale the business. The second company is called Tec.Fit who have developed a highly disruptive technology solution. We are hoping to commercialise the technology in June of this year.

About four years ago I also helped to found a company called Virtual Gaming Worlds (VGW), which is an online gambling casino. I was its founding Chairman for 3.5 years where I established a world class board

- Executive Director – Tec.Fit
- Director – Tailors Mark
- Board Member – MBA Course Advisory Board of Charles Sturt University
- Executive Director – Omake Interactive Services

which was critical for such a highly-regulated sector. Its customers are drawn from social networks like Facebook, and we built a sophisticated platform so that we could secure a global online compliant casino license. They're now looking to do a full reverse listing, which will be very exciting to watch them continue their rapid revenue scaling. Previously to that I worked for a NASDAQ listed company called Interplay and was on their Australian board and was also their Board representative on three Joint Ventures in Asia.

### How do you go about choosing the boards that you get involved in?

If I'm interested in a company, I tend to spend a lot of time talking to people who are already doing business with them, or speak to other board members, key shareholders, or the founders themselves so that I can get a perspective on two things:

1. Ensure that I can add value to the company,
2. Understand the board set-up and specifically get a perspective on what their appetite will be towards possible change or alternative views.

### Because you're often dealing with very early stage organisations – what do you think are the biggest challenges?

I find that Australian companies tend to focus globally and my advice is that these organisations need to focus locally in the first instance to develop a core business that is sound. Part of that involves building up necessary infrastructure such as a board to oversee governance issues and to ensure appropriate reporting. Another big challenge for any early stage company is in raising equity - finding investors and people who are interested in supporting the journey that you're going on.

### What advice would you have for other executives looking to begin their board career?

1. Know where you add the most value. Be very honest with yourself and question where your expertise lies.
2. Carefully evaluate what sectors and companies you want to work in.
3. You need to be prepared to work your way into being a director, and might need to take smaller steps at the start.

FEATURE INTERVIEW

# Michael Utsler

Michael Utsler is a non-executive director on the board of the WA Symphony Orchestra and is the Chief Operations Officer of Woodside following 35 years of global experience in the upstream oil and gas industry. Prior to joining Woodside, Michael held the position of President for the BP Gulf Coast restoration organisation. We were thrilled to speak with Michael about his role at WASO, and his thoughts on the role of a Director.



Michael you have had a long and distinguished global career within the Oil and Gas industry - how did you come to be living in Perth Australia?

I've been incredibly fortunate that a career as an oil and gas engineer has given me the opportunity to work all over the world on many different projects - finding, developing and producing oil and gas. I started my oil and gas career and worked for over 30 years with first Amoco and then became BP. I have had the opportunity to work globally in places such as Egypt, the Middle East, Aberdeen, the US (onshore US, Alaska and the Gulf of Mexico) and international new ventures. In December 2013, I chose to retire from BP and accepted the opportunity to work with Woodside in Perth, Australia. The decision was based on a long held desire to live in Australia and the attraction of Woodside as an oil and gas company. I have been in Perth for two years and I love it!

How did you become involved with the Western Australia Symphony Orchestra (WASO)?

The executive recruiter (who helped facilitate my transition from BP to Woodside) and I had many conversations during the transition and I also got to know her husband who was a long standing board member at WASO. During our conversations I mentioned one of my goals in coming to Perth was to get involved in the community as a great way to get to know people and give something back. When I arrived in Western Australia they invited me to dinner, and Bill having decided to retire, mentioned that I would be valuable to the board and should consider joining.

WASO has a very longstanding, stable board, and at the time I was approached only two new board members had been recruited in the previous five years. I'm not a classical music aficionado and have never been a board member within the fine arts arena previously, but have had lots of board experience with a number of non-profits in the United States and in Aberdeen, Scotland



Did you ever feel that you might not have the arts background or specific musical experience required to assist an organisation like WASO?

I certainly did have reservations at first. However, while I'm not a fine arts expert - I do really love music. And while I do not have any personal musical talent I think it means I have even more respect and appreciation for those who have the talent and commit themselves to their craft.

Like any organisation, an orchestra is made up of talented individuals who have to work together to enable an outstanding performance. I know a bit about the ways you build organisational effectiveness to support and drive great team performance so I was keen to use that knowledge to support WASO.

What was the interview process like when you were meeting with the board?

Compared with an executive interview, board interviews tend to follow more of an informal structure. I was interviewed by a subset of the board, including Janet Holmes a Court, who is the Chairman.

The board members had already done their homework on me and had recognised my technical skills and capabilities, but wanted to know more about me as a person, to see how I might fit the dynamics and culture of the board, and to see firsthand my interest and passion for the role. They wanted to know whether I'd be active, or passive -and they left knowing that I'd be someone who would bring energy and a passion and commitment to the role.

## What key skills do you bring to the WASO board?

I bring strong commercial and financial expertise as well as governance, strategic planning and big picture strategy development – and importantly a focus on performance management. As an organisation, we want to be recognised as one of the great orchestras - but needed to define that in real terms. With my skill set I have been able to assist the organisation to define a performance management process that measured not only our performance from a financial perspective, but also from the perspective of our actual stage performance and our community impact - as well as provide a benchmark for how we perform on the global stage.

## How have the economic changes in WA impacted on the Symphony Orchestra?

The economy has certainly shifted. When I first joined the board, the mining, oil and gas industries were booming – but as an organisation, WASO was still competing with a wide variety of programs that were chasing the same corporate dollar. The challenges we faced were very much centred on our need to differentiate and expand our services to the community, and deliver a world-class product, not only on stage, but also via our talented musicians who work throughout Western Australia.

Before I joined WASO I hadn't appreciated how significantly the musicians contributed to the community – it goes far beyond the performance they provide on stage. They deliver music right into the heart of the community - teaching small children right through to university students. All of this is included in their role as a member of the orchestra on behalf of Western Australians.

## What are some of the big issues that you've had to deal with in your time at WASO?

Up until quite recently our funding sources were considered relatively stable. Traditionally we've received donations from corporate and philanthropic giving, ticket sales and programs as well as from individual small-scale donors – or patron offerings. The downturn in our economic environment has impacted on corporate giving, and individual patron donations have certainly changed as people have had to tighten their belts. There is also limited government funding now. We've had to re-examine our product, and ensure that it's the product that people want and that it is both "fresh" and "familiar"!

We constantly focus on the need to ensure we have a quality product that is differentiated from our competitors and that is of value to the private donors, the corporate donors, our members, concert goers and the government. We are challenging ourselves to consider new and innovative ways of generating revenue and looking at other best practice organisations. We are testing fresh thinking and ideas. It's caused us to challenge ourselves and rethink how for instance we use social media to target and market our product to concert goers. How are we using



Photo by James Campbell

differing methodologies to reach potential donors or supporters, and how are we reaching new industry sectors to partner with. We've had to really rethink our expectations. In the past we would not have had the resources to work with and manage the interest of smaller corporate donations – but now, ten x \$5,000 donations look very attractive to us, and we need to restructure and change our business models to ensure we can service this opportunity.

## What do you think are the qualities of a successful board?

I think good boards are made up of people who bring pragmatism mixed with idealism and passion. They have high aspirations but they're disciplined in understanding that to achieve this, you must be pragmatic and stepwise in your approach. You can't sustain 'world-class' status without a strong foundation based on sound principals and practices.

## How does being a board director add value to your executive role?

Working with WASO continues to be an incredibly valuable experience. It has caused me to think about how I challenge each organisations existing paradox, and how I think about sustainability both in the corporate sense and NFP.

## What tips would you give people who are interested in working with boards.

Take the initiative to be involved; don't let inexperience in a given area, or a given field deter you from getting involved. The importance of the arts in our community is well documented and well recognised. A thriving community needs the depth and spirit that is provided by an active arts culture – and it's important that we in the corporate world understand that it's more than just the cheque that we write that enables that spirit to flourish. It's about the time and energy and skill that we individually can bring that is just as important.

There is a place for philanthropic giving, but also an important role for those of us who can participate as skilled volunteers helping to strengthen and grow these arts organisations which are so critical to our sense of place, identity and future. As a corporate executive it's often easier to write the cheque, but the equally important aspect is in contributing the knowledge, time and support. For all of us who are in the fortunate position to give time or funds – it's really important to get involved and take a part.

FEATURE INTERVIEW

# Kerrie Lavey

We have recently welcomed Kerrie Lavey into our Executive Team here at Director Institute where she will be leading our new CEO Advisory Services division. For over 20 years Kerrie has worked alongside both CEOs and Boards assisting them with stake holder issues related to communications, governance, reputation and risk management. Kerrie has a Masters of International Business and has recently completed the Harvard Business School's Advanced Management program.



Kerrie, tell me a bit about your background

I have an extensive background in corporate communications and have worked with very large and complex ASX-listed organisations in a range of industries that has included manufacturing, mining, financial services and property.

I've usually worked alongside the CEO, assisting them to position both themselves and the organisation in the best possible light, with a clear focus on the importance of reputation management. During my career I've also been fortunate to work with organisations undergoing change. This has included organisational rebranding and repositioning, M&A and integration, strategic change agendas, as well as a variety of issues and crisis management scenarios.

I have also been lucky to work for global organisations providing me with experience in leading dispersed global teams, and managing projects across multiple countries - so I have a true understanding of cultural, political and social issues that impact global organisations.

Why are CEOs turning to external advisors for assistance?

After working alongside numerous CEOs I know first hand how difficult their jobs are, and how important it is for them to have access to trusted, impartial advisors.

The reality is that a CEO may have strong advocates within the business, but those advocates or advisors may only be able to support the CEO in one area and through their specific 'functional' or 'operational' lens, rather than being able to offer advice from a total business perspective. Alternatively, in some companies, the resources are simply not in-house.

Our Advisory Service partners with the CEO to manage the perception of, and the impact of their leadership on the entire organisation and it's stakeholders.

The environment that CEOs work within is highly complex. The global economy is volatile, the regulatory environment is constantly changing and more than ever before we are seeing industry disrupters coming to the fore. Yet the desire and expectation for CEOs to have all the answers hasn't changed. In this rushed, 'right now' leadership environment, CEOs need space to work through their actions and decisions, to bounce ideas around, and to work out the best way to engage and partner with stakeholders. An external advisor offers a 24/7 pragmatic, discrete and trusted sounding board to help navigate this complex and multi-faceted environment. We can also go beyond advice, to work through practical solutions that ultimately work to benefit the CEO, the Board and the organisation.

What are the issues that you would normally assist with, and how much time do you spend with the CEO?

It really depends on where the CEO is in their leadership cycle. They may be just about to begin or 'onboard' into a new CEO role, undertake a strategic change agenda, manage a crisis, or may be in the process of transitioning out of the business. In today's world, traditional or a 'one-size-fits all' approach doesn't address each of these scenarios.. Also, every CEO role is different – and the specific issues and objectives of the business and its stakeholders will drive the focus of our working relationship. As an example, if someone were about to take on a new CEO role our focus would be to assist him or her to come up to speed and make their mark very quickly. We will partner with them to focus on developing a plan to navigate, to ensure they make a positive impact on the organisation in a coordinated and swift way.

How does the working relationship between a CEO and Advisor work?

A strong working relationship always starts with getting to know someone so meeting face-to-face is important in the beginning. You quickly get to understand the individual, what is important to them, their challenges and the environment they are working. Often, CEOs prefer to meet outside the office environment so they are clear of any distractions but once a relationship of trust is forged communicating via phone, Skype, text or email can work well – timely, impartial and pragmatic advice supersedes the need for formal face-to-face meetings.

What are the key areas that a CEO Advisor will focus on?

Each Advisory relationship is different depending on the needs of the CEO, the expectation of the board and the organisational landscape.

However there are certain areas that are always in our focus. As an Advisor we help CEOs to work through and refine their business strategy and help them to build a plan that will engage all their stakeholders including their leadership team.

As a CEO there are also times when the unthinkable happens – like the GFC in 2007, which could be considered a 'black swan' event. You may not be able to plan for these scenarios, however having someone as a trusted advisor throughout these periods can help to navigate the best course of action.

Should a person who is working towards a CEO role consider working with a CEO Advisor?

If you are looking to take on a CEO role within the next six months it is worth considering working with a CEO Advisor to help you prepare and manage that transition. Many first-time CEOs are promoted due to their functional expertise and success. However as soon as they take on the CEO role, they are expected to immediately understand the organisation in it's entirety, and manage the perception of the many and varied stakeholders in the business. This is a big ask for any person to learn quickly.

For more information about our CEO Advisory Services or to make an appointment to meet with Kerrie, please contact [info@directorinstitute.com.au](mailto:info@directorinstitute.com.au)



# CEO Advisory Services

It can be lonely at the top. Access our CEO Advisory Services and partner with us to achieve your goals.

The CEO Advisory arm of the Director Institute is dedicated to providing highly-specialised, impartial and discrete services that support you through these scenarios - partnering with you to achieve the best outcomes for you, your Board and your organisation.

**Program Overview** - There are three programs offered:



## 1. CEO PARTNERING PROGRAM

The CEO role can be a lonely one; one in two CEOs admit experiencing feelings of loneliness in their role. Sometimes you need to discuss key issues or test ideas, but don't want to do it with those within your own organisation. If so, consider partnering with us. This program enables you to:

- Meet with you on an ongoing basis to discuss ideas, issues and opportunities.
- Explore challenges through the lens of strategic communications and reputation management and work towards action plans to address these together.

We offer a variety of program options outlined below all of which are tailored to suit your needs.

- Introductory Partnership Program (five in-depth, one on one sessions)
- Gold Partnership Program (six-month program, unlimited one on one sessions)
- Platinum Partnership Program (12-month program, unlimited one on one sessions)

## 2. CEO ON-BOARDING

CEOs only get one chance to make a first impression; new to the role, you are expected to make an immediate impression on the Board, the Company and key stakeholders. This is often achieved through the establishment of a company-wide 100-day plan. Fundamental to early success is understanding your business, relationships, listening, visibility and communications. Let us help you navigate your first 100 days, and position you for success with the aim of:

- Making an immediate impression on all stakeholders via a 100-day plan.
- Managing a Strategic Change agenda usually associated with a new, incoming leader.
- Strategically manage reputational issues present in the organisation and identify other potential reputational risks.
- Actively managing your own profiling and personal brand during this important, transitional time for the organisation.

Six-month consultation program.

## 3. CEO PROFILING

A CEO is the face of an organisation. As a result, CEOs have a responsibility to present themselves in the best possible light for the Board, the Company, key stakeholders and for themselves. In a world full of disrupters, volatile financial markets, increased media scrutiny, and high expectations from all stakeholders, the days where CEOs can operate below the radar are long gone. This program sees us:

- Work with you to project the image you want to represent;
- Help define the key goals you personally want to achieve; and
- Partner with you to position you with all key stakeholders.

Six-month consultation program

Complementing the CEO Advisory Core programs are an array of other services:

- Strategic Change Management (M&A communications, New Directions/Initiatives, Innovation)
- Key milestone event management (AGMS, Investor Roadshows, Product and Initiative Launches)
- Strategic Events Management (Leadership offsites – national and international)
- CEO Transition Strategic Support
- Executive Mentoring
- Media training
- Presentation refresher training
- Digital Media review
- Brand Development and Management
- Organisational values development and rollout
- Speech writing and presentation development
- Best Practice Reflectors Report
- Leadership Engagement Strategy development
- Board Advisory services and support as required





## Welcome to the Boardroom Mentoring Program

This mentoring program is for mid-senior level executives who are interested in starting a board career.

If you have recently decided that seeking a board position is essential to your career path, partnering with Board Portfolio can help you to open the door to the Boardroom. When you join, you will gain access to our experienced Board Search Consultants who will equip you with the right tools, training and network connections to ensure that you are ready for either executive or non-executive Board roles.

**“Board Portfolio will equip you with the right tools, training and network connections to ensure that you are Board ready”**

To discuss how Director Institute can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at [info@directorinstitute.com.au](mailto:info@directorinstitute.com.au)

### WHAT YOU CAN EXPECT:

Up to 5 in-depth consultations with our Board Portfolio Mentor and Director of Search to:

- Develop your individual value proposition
- Determine your board opportunity focus (i.e. NFP, Private, Early Stage Technology Companies, ASX-listed)
- Review exclusive and market wide directorship opportunities currently available
- Assist you with due diligence for each board opportunity, contract negotiations and work with you to achieve appropriate board remuneration
- Interview preparation for hiring interviews
- Work with our professional resume writer to develop a comprehensive Board Resume, Corporate Biography & LinkedIn profile
- Proactive marketing and representation aimed at securing at least one quality board appointment

DIRECTOR SPOTLIGHT

# Dimitrios Bairaktaris

Managing Director – Forth Solutions  
Advisory Board Member – Nectar Farms  
Advisory Board Member – AdBidx



## Tell me a bit about your background

I've been delivering technology solutions for over 25 years in large and international enterprises and in most recent times have developed significant experience in delivering business transformation. I was most recently part of the Coles turnaround story – which involved transforming the business to become the leading supermarket in Australia – and arguably a leading global retailer in terms of growth and innovation.

My core skills and experience are in supply chain and logistics as well as IT, innovation and customer advocacy.

## How long have you been actively building your board portfolio?

I've only been actively pursuing a board career for about six months. About 18 months ago I started my own consulting business and I find that a large part of what I do as a consultant, which is giving advice to senior executives, is similar in nature to an advisory or board member role.

## What board roles do you currently hold?

I'm a member of the Nectar Farms Advisory Board. Nectar are an innovative hydroponic agri-business with plans to double the production of hydroponic fruit grown in Australia by building approximately 80 hectares of high tech glass houses. I advise them on logistics, supply chain and digital. The high-tech hydroponic industry is in its infancy in Australia so it's a great opportunity to build a transformative local agri-business story that will deliver the freshest produce to the consumer via the Australian supermarkets.

I'm also an advisory board member of ADBIDX a technology leader in the global market place for digital billboard advertising.

AdBidx are leading the paradigm shift from static use of digital billboards to a more dynamic context driven delivery. I advise them with regards to building strategic relationships with other partners, developing their value proposition and looking at their technology investment and strategy.

## What value do you deliver as an advisor?

On a high level, the value that I bring is around evaluating strategic

initiatives and providing a sounding board for the executive team. Serious business transformation entails risks and rewards and my experience with the Coles turnaround story helps mitigate those risks.

I know I can turn disruption into opportunity. Every single engagement I have begins with a discussion around digital disruption and because of my experience, I am able to translate that and turn it into an opportunity. I'm able to provide a pragmatic approach to decision making, minimising experimentation for the board - especially in a start-up situation.

I'm discovering that I add a lot of value by promoting strategic relationships to the investor networks, which is of real value to start-up organisations. Start-ups are very focussed on their core offer, in developing their proposition, their innovation and ideas. But quite often that innovative technology requires partnerships inside the industry before it can become a serious business proposition and a business case for a customer.

AdBidx is a good example of that. I am helping them to build an ecosystem of partnerships, which in turn is helping them to develop a value proposition that can be more easily monetised.

## What advice would you provide other directors?

1. Set your own criteria about where you're going to add value. Seek feedback from a mentor, or your peers and then approach organisations that would actually benefit from your skills and experience.
2. You need to be proactive and think laterally. As an example, if you're an executive who has been a supplier, it's probably likely that your ex-customer will really value your insights. Similarly if you have been a customer – your ex-suppliers will also value your insight.
3. You need to plan your transition from the executive work, to advisory work. Building a board career won't happen overnight, however a stepping-stone like developing a consulting business in between has worked well for me.

DIRECTOR SPOTLIGHT

Non-Executive Directors | Advisors | Investors

# Temasys



We recently spoke with Shane Preston, Executive Chair of Temasys, a market leading real-time communications Technology Company.

Shane, tell me about Temasys?

Temasys is a Platform as a Service (PaaS) company based out of Singapore. It provides full stack solutions for web real-time communications (WebRTC), an emerging standard for peer-to-peer connectivity, which enables web developers to provide high-quality, low-bandwidth audio, video chat and secure data transfer between users of any application via the web, mobile, desktop, or embedded within an app.

The company is an active and working member of both the World Wide Web Consortium (W3C) and the Internet Engineering Task Force (IETF). W3C and IETF provides an implementation of the WebRTC and ORTC standards used by Google Chrome, Mozilla Firefox, Opera, Internet Explorer and most other browsers.

Being at the forefront of the emerging market of real time communications is an exciting space to be in. The way that I like to explain the technology itself is to provide a personal example. Recently I wanted to book some accommodation online but for some reason I couldn't complete the booking. I needed to find out more about the accommodation to ensure it would suit my partner and our children, and had some questions about

the dates we were booking. I really needed someone that I could talk with and the only way that I could do that at the time was to pick up the phone or send a chat through an app on a website – but that had no context attached to it. I would have had to explain my story and outline my problem to the customer service assistant before they could help me, all of which takes time.

“Being at the forefront of the emerging market of real time communications is an exciting space to be in.”

If this company had real time communications powered by Temasys, I would have been able to press a button and go directly into an online video, audio or chat environment with a customer support person who would be seeing exactly what I was looking at therefore eliminating the need to explain the issue. Temasys enables real-time, in context communication customer service solutions.

What is your role in the organisation?

Currently I'm working within the business as an Executive Chairman and will look to transition into a Non-Executive Chair role in the future.

Like a lot of tech start-ups this is a rapidly growing, and rapidly evolving market place that is measured in the trillions of dollars (Gartner). So at



the moment our focus is all about customer acquisition and market share and ensuring that we remain at the forefront of this exciting context driven communications space. It's a business that requires funding – being a platform as a service organisation, market share acquisition is going to run ahead of revenue in the short term following which we will scale revenue dramatically.

We also have a relatively new CEO – Bent Rye in the organisation. Bent came to Temasys after almost 20 years with Cisco where he held leadership positions with both local and global divisions from start-up in Europe to HQ in Silicon Valley. He brings broad experience in direct and partner sales, scaling of business operations and large deal management. We've also recently expanded the board. It's been very important to ensure that we've been able to create a coherent leadership group where each board member is able to add value and make a contribution.



"In the last 10 months, we've had more than a 10-fold increase in customer utilization of the platform."

What attracted you to Temasys?

I was looking for an organisation where my strengths could complement an already strong organisation. Temasys fits that from the perspective that they are thought leaders, technology leaders and industry space leaders around real time communications.

My background is in two key areas – the first is in building high performing teams with a strong internal culture. We are working to establish very defined and integrated core values in the business so everyone is clear on our vision and the direction we're heading. I'm very passionate about growth, go-to-market clarity, and customer acquisition and bring a real focus and discipline to the team to ensure we prioritise what needs to be done first to achieve our objectives.

The commercialisation of Temasys was also something that I felt I could add value to immediately. There was already a strong team in place, and strong technology obviously, however the organisation was at the point where it needed a strong commercialisation push into the market.

How has Temasys evolved over the last 12 -18 months?

I guess you could say that there's a second generation of leadership coming through the organisation at the moment, which is more focused around customer acquisition and growth. Previously the business had been focused on building and validating industry leading technology. In the last 10 months, we've had more than a 10-fold increase in customer utilization of the platform. The services and customer support and professional services have been developed to ensure we provide 24/7 support capacity for customers who are situated all around the world. Our customers are placing their entire enterprise on this platform – so access to round the clock support is a vital component of our offering.

"If you look at the market where Temasys is playing, we are equal to the biggest and best players in the world."

There has been a change in the board as well – we've brought in some very strong industry leading individuals who bring with them strength in commercialisation, industry knowledge and credibility.

Is it very competitive in this space?

There are many organisations that are doing different things around real time communication however there are very few that are focused on delivering an enterprise grade platform offering voice, video, text and data. If you look at the market where Temasys is playing, we are equal to the biggest and best players in the world.

One of our key competitive advantages is that we sit on the worldwide standards committee with organisations like Google, Mozilla and Internet Explorer and Temasys is realistically the only independent player and certainly the smallest in the standards committee. As a consequence our CTO is actively involved in the direction of where this new standard evolves so Temasys can continue to be a leader in this space.

What are your plans for the organisation?

Short of world domination, the year ahead is all about customer acquisition and customer delight. There is always a tendency at this stage of a start-up to run ahead and grab every available customer. However we want to be more disciplined and structured to ensure we are only working with customers where we know we can absolutely deliver great value and a great experience.

At the same time, we want to focus on ensuring that we have both the systems and processes in place to facilitate the deployment of the

platform into our customers businesses and that we have the backup and support available to ensure a smooth transition.

The customers we acquire might not be the largest in their segment or vertical, but they will be organisations that are similarly focused on creating an amazing and transformational customer experience. We aren't so focused on measuring the number of customers we have, but rather the number of ecstatically happy customers we have.

The business is currently headquartered in Singapore, but the largest percentage of the addressable market is in North America. As a result we've just established a US office, so building out a presence there will be a key focus for us in the year ahead. We will also continue with the good work that we've done in Asia, and will then look to Europe.

From an investment perspective, we will look to bring in investor partners throughout the course of the year to help us scale our growth, technology and professional services so that we can execute on our plan.

“Short of world domination, the year ahead is all about customer acquisition and customer delight.”

What have been some of your biggest challenges since working with Temasys?

One of my challenges has been in being able to believably articulate the enormous opportunity that is available to Temasys because it is, and sounds so

unbelievably large. That's been an interesting conundrum.

The new generation of leadership that has swept through the business with a new customer-orientation approach, and a focus on established metrics and KPI's, has understandably impacted the culture of the organisation. This type of change takes time, and is challenging – but it's a challenge that I've enjoyed.

And finally, another key focus has been to eliminate distractions in the business, ensuring that we focus only on important objectives. It's really about deciding what we're not going to do right now vs what we are.

What advice would you offer other early stage organisations?

When I'm looking at other start-ups I look for two things - Timing and Team. The timing for Temasys has been unbelievably perfect. So, it really comes down now to building the best team and we are doing that by creating a relentless customer focus. Lots of people talk about being focused on the customer, but being really focused involves diving deeply the customer experience and considering every decision within the business against its impact on the customer.



Refining that into the DNA culture of the team is critically important. A lot of early stage and certainly technology companies can get caught up in the wiz bang feature they've created rather than focusing on the value chain of their customers. Understanding where in the customer's value chain you sit – is really important.

“Understanding where in the customer's value chain you sit – is really important.”

Once you know you can then quantify that value and monetize it. Only then do you equate that back to the technology and the features that you've developed.

What skills or expertise are you looking to bring into the business this year?

We are looking to get engaged with a strategic partner and we've got a few targets in mind. In terms of other potential investors we are looking for value add and people who can give a perspective on scaling businesses, 'go to market' strategies, or customer experience. I don't think you can have too much capacity in any of these key areas.

If you would like to find out more about Temasys, please contact Kylie Hammond for a confidential briefing. Ref:

## Platinum Executive Portfolio Membership Program

This year-long membership program is designed for CEOs and Senior Executives who want to either begin their board career, expand their board portfolio, or execute a senior level career change strategy.

Each program is tailored to suit your individual needs and offers unlimited support, guidance and advice from our team to help you plan and build your ideal career portfolio. We will assist you to define your board objectives – whether that includes a particular composition of board directorships - or a single focus; and we will work with you to develop a personal strategic plan to ensure you successfully achieve your goals.



### WHAT YOU CAN EXPECT:

- Regular one-on-one mentoring sessions, either in person or via Skype to:
  - Develop your individual value proposition
  - Develop your personal strategic plan and board opportunity focus (i.e. NFP, Private, Early Stage Technology Companies, ASX-listed)
  - Review opportunities in the market and review current Board Portfolio mandates with our Director of Search
  - Assist you with due diligence on each board opportunity, help manage contract negotiations and work with you to achieve appropriate board remuneration
  - Interview preparation for board director meetings and board panel interviews
  - Review of cover letter and personal marketing materials where required
- Full Board & Executive CV make-over by our professional Resume Writer, and advice on lodgement with key executive recruiters.
- Full LinkedIn profile make-over and training on how to maximise LinkedIn as a networking tool for employment opportunities.
- Development of a corporate biography as required
- Extended DISC Personality Assessment - a useful coaching tool to assess strengths, weaknesses and behavioural insights.
- Access to confidential market intelligence reports and information which may include remuneration data and salary benchmarking information as well as senior executive movements taking place in relevant industries.
- Exclusive members only monthly Newsletter 'Board Alert' – featuring world-class insight, thought leadership, and the most comprehensive overview of available board opportunities available in the market.
- Access to exclusive board opportunities available only to Platinum Executive Portfolio Members.
- Exclusive introduction to extensive business networks and access to networking and training events.
- Access to the broader Director Institute team who will support you through-out the your membership period.

To discuss how Director Institute can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at [info@directorinstitute.com.au](mailto:info@directorinstitute.com.au)

DIRECTOR SPOTLIGHT

# Lindsay Munns

## Board & Advisory Roles:

Board Director – Vividas Pty Ltd  
Non-Executive Director – Southern Sydney Business Enterprise Centre  
Chair – Advisory Board for Skinnys Grill

## Background:

Over the last twenty years I have been involved with the management of organisations particularly within the SME space. I have a business management degree and have worked in and around small businesses since the early 1990's.

As the former CEO of the Anytime Group (the master franchisee of Anytime Fitness - the fastest growing and largest fitness club network with over 400 clubs and 400,000 members nationally), I led this business through a period of rapid growth as it overtook Fitness First as industry leader in Australia. Alongside Anytime Fitness, the group encompassed several other new & growing businesses across the health & wellness, food & media industries.

While I don't have an industry specific background, I do focus on working with businesses that are in their growth phase – having had extensive experience working within my own businesses, and advising other SME's through these challenging periods.



## What led you to start your board career?

I started down this path quite recently in 2015, after coming out of my role at Anytime Group. One of the attractions for me was that I wanted to be involved in the strategic side of businesses as opposed to the day to day management and control required as a CEO. After working extensively with smaller businesses, I know that the best way to influence the strategic direction of a business is from an advisory position, as SME's don't usually have a large c-suite of management directing strategy.

Over the last few years I've developed specific skills that are of real value to owner-operated organisations that are growing rapidly. Supporting these organisations and the founders themselves through the challenging process of handing over, and giving up some control of the organisation to others, in return for a more mature business can be vital if they are going to succeed.

## What are the biggest challenges for Owner Operators who are embarking on that process?

For those businesses that organically grow quite quickly you tend to find that the owner has a particular expertise that they draw on – which may be sales process, or specific product or technical expertise. Up to a certain scale or size, they'll find that they're able to manage the organisation well, however at some point in their growth, there will need to be some delegation of authority – and that's when things can become problematic.

Owners of SMEs tend to have the technical training required to run the business, but they don't necessarily know how to empower others.

It's very common that owners will experience some difficulty and



anxiety when stepping away from the day-to-day function of running the organisation. There is a significant emotional journey that an owner operator will experience related to losing control, their sense of importance and personal comfort that need to be addressed.

Assisting the owner to navigate what can be a very tumultuous time, and helping them focus on the business outcome, rather than the technical process is a very important part of an advisors role.

#### Tell me about your current board roles

I'm currently on the board of Vividas, which is a technology driven video streaming service. I'm fairly hands-on at the moment and am spending time with the new executive team, so it's not just about attending board meetings once a month.

#### Is that quite common from an early stage organisation?

I think it is. While there is a need to be able to separate the executive role from the operational – when you're dealing with an early stage business it's very common to have all hands on deck. What you're trying to leverage from the board is not just the telling, but also the doing.

#### What's the value piece that you bring to the organisation?

1. Ultimately I am a business transformation and strategy specialist. I'm very focused on helping the organisation get clarity about where they are heading and am helping them to build pathways to that point. My experience is that early stage organisations are often very clear about

what they've got and how to get that to market but they lose clarity when choosing which markets to focus on right now. One of the real tenets of an early stage business is to never say no to business, however without an overall strategic approach to that growth, it's very hard to succeed.

2. The other key value that I bring is my understanding of the cultural impact of change within organisations that are quickly growing. The successful growth of the business is as much about people as it is about the commercials.

#### What advice would you offer other executives who are starting their board career?

Good board members aren't always suited to every board opportunity that is available. Understanding where you add the most value, and being clear about your personal positioning is very important. You need to understand your value beyond just the profession that you do, be clear about what business lifecycle stage you are suited to, and understand whether you are strategic or executional.

#### How difficult was it for you to get clarity around your own value proposition?

It's really important to get outside feedback on that piece. Sometimes you're just too close to it yourself and you don't have a comparison – or awareness to compare yourself to other people. Kylie Hammond was a great sounding board for me, and helped me gain a much clearer perspective of the valuable skills, experience and capabilities I could bring to the boardroom.





EXCLUSIVE OPPORTUNITY



### Seeking Sophisticated Investors

Elevate is an Australian-based company focusing on delivering health and wellbeing solutions for its organisational and individual clients in the Asia Pacific Region. Elevate's holistic and integrated approach, the 'Elevate Solution', sets the Company apart as a provider of preventative and rehabilitative health solutions, combining a consulting service with the delivery of onsite corporate health programs and offsite clinical monitoring and treatment.

This provides corporate and other large organisations with the ability to measure the productivity improvements from their investment in the Elevate Solution and ensures individuals live healthier, happier and more productive lives. Our client has established an exciting new concept that will change the way we view and provide corporate health.

The organisation provides a mix of onsite health and wellness programs for organisations, as well as CBD-based Wellness Centres to support individuals. A range of opportunities exist for individuals who are interested in joining this fast growing organisation as they rollout they're services nationally and internationally. New opportunities exist as the organisation continues to grow.

Elevate is currently working towards an IPO and are looking to bring in a sophisticated investor to assist in growing the organisation.

Please send expression of interest to Kylie Hammond, or email to arrange a confidential conversation.

Ref: ELEDI



EXCLUSIVE OPPORTUNITY

**1300 Plumber**

**2 x High Calibre Non-Executive Directors and Investors | Paid**

1300 Plumber, Builder and Electrician are platforms dedicated to connecting licensed, insured and police checked tradespeople with property owners and managers around Australia 24/7. As part of their growth strategy the company recently purchased the assets of Real Estate in Motion, which includes a property site REIMtv with almost 400,000 property listings.

Moving forward – the business offerings will be combined and a new site 'CompletePlace', will be launched next month and aims to become the primary website and app servicing the complete needs of property owners and managers.



With over eight million residential properties in Australia alone, research suggests that there are up to 25,000,000 jobs needing management in the residential homeowners market each year.

Director Institute is mandated to assist the organisation to appoint two high calibre directors each who are well networked within the potential supplier and partner market, who can assist the organisation with their rapid growth plans.

For more information about this opportunity, please contact Kylie Hammond for a confidential conversation. Ref: 1300DI



DIRECTOR INSTITUTE MEMBER EVENTS

Director Institute Luncheon Series

# Cyber Crime Briefing

Join us for a 2-course lunch and hear from one of Australia's leading cyber crime experts, Adjunct Prof. Nigel Phair, for an exclusive Board Briefing where he'll share his insights regarding cyber crime in Australia.

**SYDNEY:**

When: Friday 20th May 2016  
Where: Vintage Room, Royal Automobile Club of Australia  
89 Macquarie Street, Sydney.  
Time: 12.30pm for a 12.45 start - 2.30pm finish  
Limited to 20 | \$60 members



[CLICK HERE TO BOOK](#)

**MELBOURNE:**

When: Wednesday 25th May 2016  
Where: The Wine Room, The Westin Melbourne,  
205 Collins Street, Melbourne  
Time: 12.00pm for a 12.15 start - 2.00pm finish  
Limited to 12 | \$60 members



[CLICK HERE TO BOOK](#)



**About Nigel:**

Nigel Phair is a member of Director Institute and Director of the Centre for Internet Safety at the University of Canberra and for nearly five years was the Team Leader of investigations at the Australian High Tech Crime Centre (Australian Federal Police). He has published two acclaimed books on the international impact of cyber crime, is a regular media commentator and advises boards and executives on cyber security issues.



EXCLUSIVE OPPORTUNITY

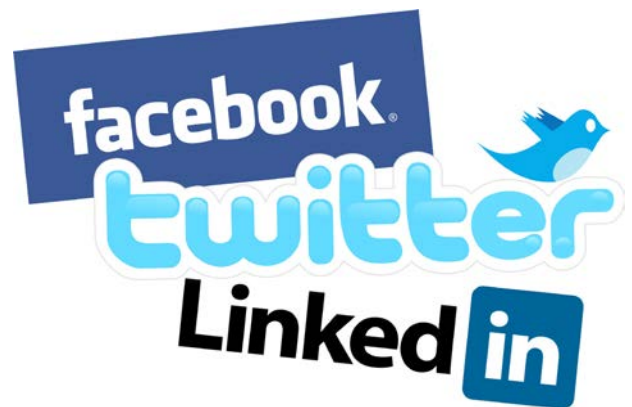


**Seeking Value Add Directors & Advisory Board Members**

First impressions count and today those impressions are being made online when we Google someone or check out their LinkedIn or Facebook profile.

Social Check has developed a fully automated tool that provides an affordable and rapid audit of a user's online presence. It does this by auditing an individual's online social media presence, scanning the last 10,000 posts in their Facebook, LinkedIn, Twitter, Google+ and Instagram accounts using proprietary technology and algorithms.

The analysis that the Social Check Report conducts is based upon research into the online behaviour of the key industry verticals that are being targeted. For example, in the recruitment and employment space, it is known that employers are 14 times more likely to click on a LinkedIn profile if it has a photo. So this is one metric that the Social Check Report includes in its audit.



**Fully Automated, Scalable and Ready to go International**

The purchase, preparation and delivery of the Social Check Report is fully automated and rapidly scaleable.

All 'upsell' products are automated enabling the rapid expansion into international markets.

For more information please contact Kylie Hammond via the Director Institute Job Board for a confidential discussion.

Ref: SOCDI



## DIRECTOR INSTITUTE MEMBER EVENTS

# Are you ready to kick-start your Board Career or expand your Board Portfolio?

Are you a talented, senior executive keen to start or expand your board career – but don't know where to begin? Have you wondered who to speak with? Or, need help to articulate your long-term career goal? Do you know what kind of board portfolio you want to build? Or, where you need to go to find the opportunities?

You've come to the right place.

Join me for a powerful three-day 'working vacation' in Sydney, Australia.

During this three-day intensive program I'll work one-on-one with you, sharing my strategies, insights and time-proven tools to help you imagine and build your ideal board career, which could include:

- Quality NED & Advisory Board appointments
- Involvement with Early Stage, High Potential Businesses
- Private Equity, VC backed Board appointments and business opportunities
- Engagement with Private Company and Family Office Boards
- Business Advisory and / or Mentoring Engagements

The Platinum Executive Intensive Program is designed for CEOs and talented senior-level executives who want to either begin their board career, expand their board portfolio, or execute a senior level career change strategy.



**Platinum Executive Intensive | InterContinental Double Bay**  
6 – 8 April (SOLD OUT)  
**New dates announced 7 – 9 September – Double Bay**

**Investment: \$15,900 plus GST per person –**  
**Strictly Limited to only 26 places**

**Platinum Executive Intensive Program**  
7 – 9 September, 2016 \* Limited to 26 people

- 3 days Private Workshop
- Cocktail Networking Event
- Gourmet Lunches & Dinner Event
- Full Board and CV makeover
- 12 months of ongoing support by Kylie Hammond to secure board roles
- 12 month membership to Director Institute
- Annual subscription to Board Alert
- 12 months DirectorGuard 'Directors & Officers' insurance

**Don't miss out!**  
**Now taking registrations for September**

**ENQUIRE NOW**

EXCLUSIVE  
OPPORTUNITIES



**Ad-Roller**

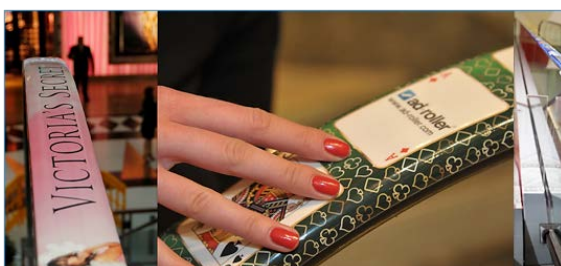
ad-roller Australia was born in January 2014 with the goal of developing the market of escalator handrail advertising in Australia. Ad-roller Australia holds the exclusive license for this groundbreaking product.

ad-roller® was developed in Austria with the world's leading handrail manufacturer, SEMPERIT and is the product of 5 years of intense research and stringent testing. This tough, anti-bacterial and anti-microbial removable product allows advertising to be applied to the rubber handrails of escalators. There is no need to change the existing handrails or belt; ad-roller is simply fitted over the existing structure.

The business has the ability to sell advertising space on escalator handrails in over 90 shopping centres, and 2 stadiums and has an established customer base that already includes Microsoft, Woolworths and Telstra. The Australian business is now looking to add another Advisory Board Member to their small advisory board and is seeking someone with enough industry knowledge & network to help accelerate the business.

Please contact Kylie Hammond for a confidential discussion.

Ref: ADRDI



**Design Technology Platform**

**Mentor & Advisors | Non-Executive Directors | Investors**

This organisation has built a cloud based design and edit platform for small business operators enabling them to create, store, share and order marketing collateral. The technology platform has been built to suit all devices and web browsers, and will enable organisations to create bespoke items such as business cards and digital marketing materials such as Facebook business posts, cover photos, Instagram posts, You Tube channel page backgrounds and all other design canvases.

The platform itself provides a step change from what is currently available in the market from competitors such as Vista Print providing improved product quality, a more affordable price structure and adaptability to suit all users.

Ref: BCKDI

**Multidimensional Negotiation and Sales Platform**

**Advisors | Non-Executive Directors & Investors**

This early stage organisation has developed a multidimensional interface that connects and enables people, charities and businesses to negotiate and trade.

Ref: TUNDI

**Medical Device Orthopedic Company**

**Sophisticated Investors**

This orthopedic Medical device company utilising disruptive patented global technology is an expert in major commercialisation of medical solutions.

They are seeking wholesale or sophisticated investors with expertise in global Pharma or Medical Devices.

Seeking expressions of interest from candidates with proven capacity to work with Inventors, Technologists, and Medical Professionals, and with experience in ASX, Listed, Pre-IPO or Capital Raising expertise also highly regarded.

Ref: MDORTDI

**Private Financial Business**

**Seeking Advisory Board Members**

A major peer-to-peer lending firm is seeking expressions of interest from Australian advisory board members. We seek individuals with specific skills and expertise in FinTech, Banking and Finance and a strong and credible business network.

Ref: HARMDI

**Sports Technology Opportunity**

**Non-Executive Directors | Advisors & Investors**

Two opportunities exist in a high niche sports Technology Business. The business focuses on a Sports Training App and on professional Athlete Sport monitoring. The role would suit ex-athletes and sporting professionals with a strong interest in technology. Desirable skills include commercialization of technology, capital raising and working with early stage businesses.

The business is seeking investors, Non Executive Director's and Advisors.

Ref: SPTECDI

**Organic Beauty Company**

**Non-Executive Directors | Advisors | Investors**

This Organic certified Beauty Company produces biodegradable organic facial and baby wipes.

They are currently seeking working capital for business expansion and are interested in expressions of interest from Non Executive Director's and Advisors with expertise in manufacture and supply chain management, retail and sales and marketing.

Ref: ORBEAUDI

**Multichannel Engagement Solution Company**

**Investor Directors, Advisors, Sophisticated Investors | National | Paid**

This technology company has developed a state-of-the-art rewards and CRM platform that creates positive one-on-one experiences with your customers, and keeps them spending more, more often.

The organisation has developed a suite of propriety products that provide retailers and brands a multi-channel engagement solution.

Ref CSENDI or [Click Here](#)

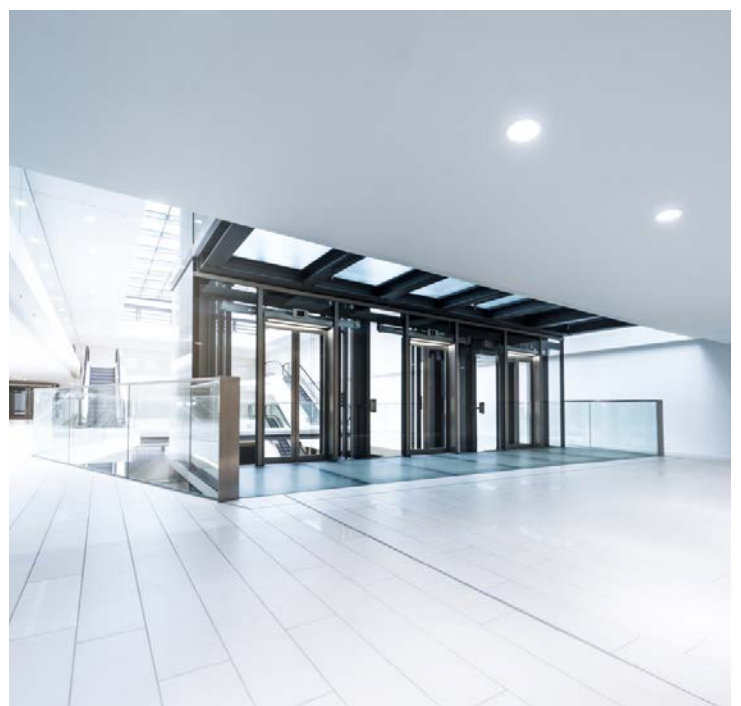


dotCEO  
The new Internet for Leaders

**Be the proud owner of a powerful new Domain Identity on dotCEO – The Top Level Domain for Leaders.**



Claim your dotCEO domain name  
Activate your domain page  
Join dotCEO communities  
<http://mbsy.co/dotCEO/8827015>



**Telehealth Organisation**

**Advisory Board Members & Investors**

This telehealth software startup has been funded by 50 physicians who have invested \$2.1M in the last 14 months. They are now seeking expressions of interest from high caliber directors to join their advisory board.

This telemedicine software platform is licensed to healthcare providers allowing them to increase the revenue of their practice with HIPAA compliant video calls enabling them to monitor the diet and lifestyle of their patients using wearable devices and mobile applications. This allows clinicians to address modifiable risk factors such as poor diet, physical inactivity, high blood glucose, high cholesterol, hypertension, and obesity.

The University of Michigan C.S. Mott Children's Hospital Pediatric Comprehensive Weight Management Center is currently using this software for a 3-year clinical research study. The health insurer Blue Care Network is paying for 6-months of treatment for each patient.

The software platform has been developed through a joint venture agreement with VSee.com. VSee is the world's largest video conferencing telemedicine platform and has more than 3 million users worldwide. VSee, funded by Salesforce.com, is the most bandwidth efficient video conferencing telemedicine platform in the world.

Ref: TELEHEALTH or [Click Here](#)





EXCLUSIVE OPPORTUNITY



**Multiple Opportunities - Board, Advisory and Management**  
**| National | Paid**

Vividas has pioneered and patented the world's most efficient system for streaming High Definition (HD) video over the internet via standard web servers. Its proprietary, end-to-end platform:

- Compresses, delivers and displays streaming HD video
- Protects content owners with its unique Digital Rights Management capabilities
- Utilises a Second Screen Signalling (S3) data protocol that allows companion devices to receive a stream without needing Wi-Fi or Bluetooth
- Provides broadcasters with a cloud-based Metasync Platform that synchronises events, actions and content such as ads, games, polling, merchandise sales

This combination makes Vividas the only streaming content provider able to provide a global solution, as its method and process resolves scalability, stability and multi-bit rate challenges faced by other players - providing a unique competitive advantage.

Vividas has built a comprehensive, global patent portfolio providing an ongoing barrier to entry.

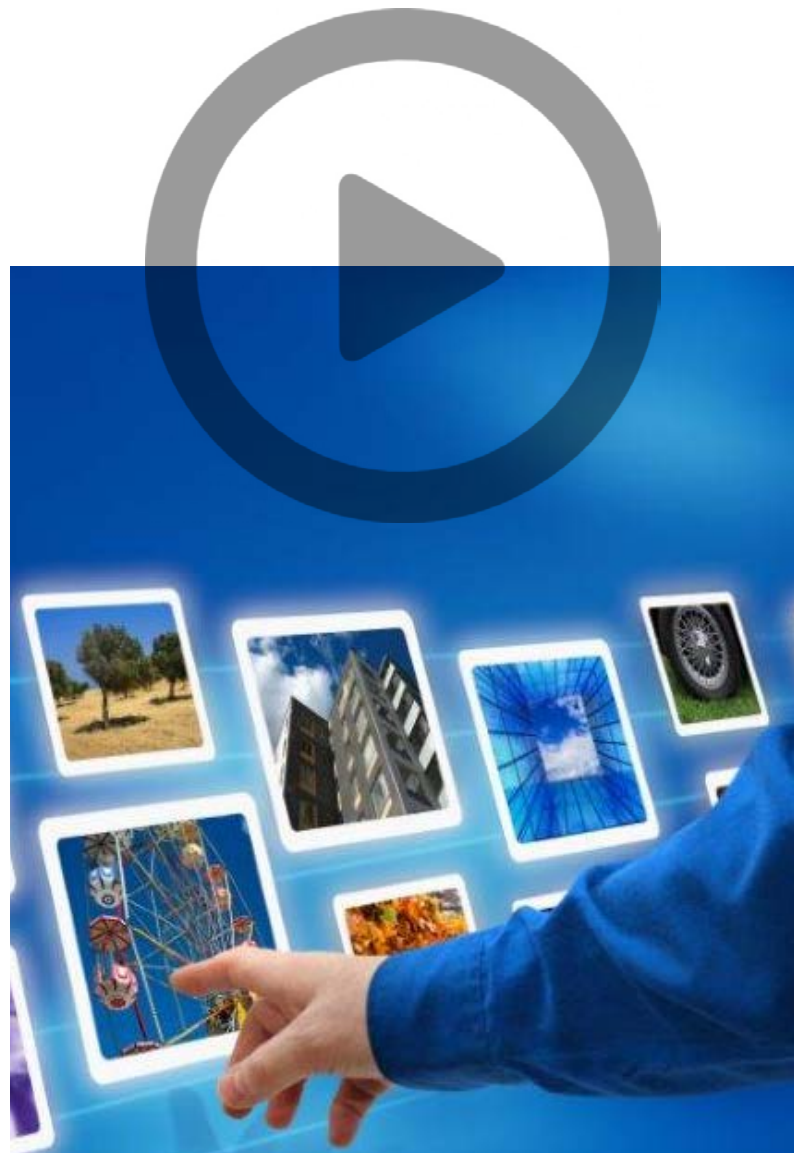
**Seeking Expressions of Interest**

Vividas is now looking to build their team and are looking for high caliber individuals to join their board, advisory group, and fill key executive management positions.

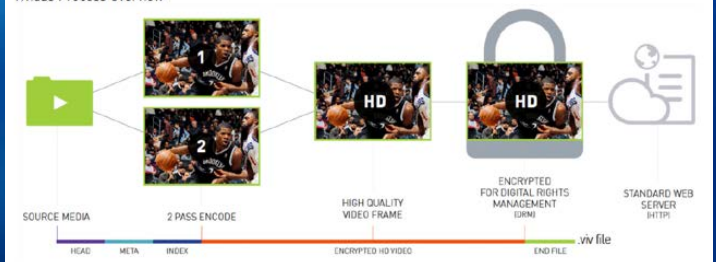
Ideally we seek individuals with expertise in media services, fast growth companies, or that are excited about the potential for this technology in the market place.

For more information please contact Director Institute for a confidential briefing.

Ref: VIVDI or [Click Here](#)



*Vividas Process Overview*



EXCLUSIVE OPPORTUNITY

## Private Law Practice

- 'Walk in' opportunity to own fully established legal practice
- Sydney's Upper-North Shore
- Broad range of matters
- Will suit a Junior to Mid-Level Lawyer

Our client has run a successful legal practice in Sydney's upper-North Shore for over 30 years. The practice manages a range of matters including conveyancing for commercial and residential markets, commercial contracts and leases, family estate planning, commercial disputes, some criminal (white collar) matters and limited family law matters.

The practice is well regarded and has a steady flow of regular business, established systems and processes.

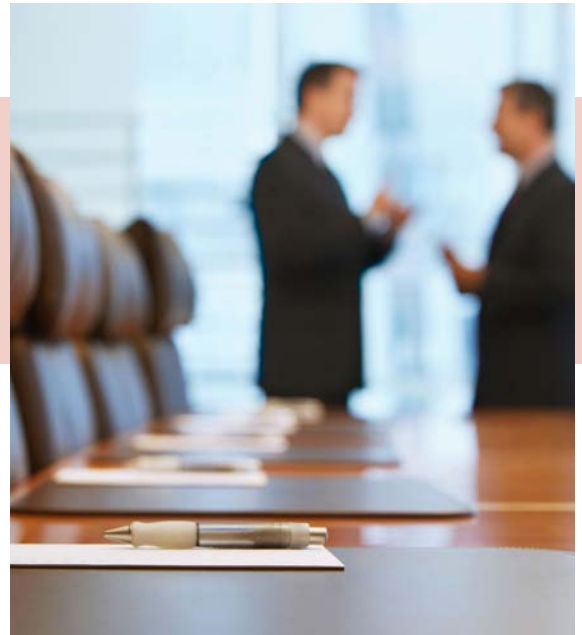
The managing partner is approaching semi-retirement and is looking to transition the practice to a junior to mid level lawyer who is possibly looking for an entry point into their own private practice.

This opportunity may suit a lawyer currently working in a major law firm seeking a more balanced way of working into the future and the opportunity to own and manage their own practice.

This is a walk in situation where a legal office is fully established, can be further developed and ready to be managed with the support of a retiring managing partner who can be on call 1-2 days per week if required for more complex matters.

Please send your expression of interest to Kylie Hammond CEO Director Institute via email [info@directorinstitute.com.au](mailto:info@directorinstitute.com.au) or ring 0419 907 088 for a confidential discussion.

Ref: LAWPRACDI



EXCLUSIVE OPPORTUNITY

# SPORTS CARD

Seeking Value Add Directors & Advisory Board Members

be proud. be followed. be seen.

SportsCard is an online sporting community providing a place where all the information, media and communication around a members sports program can be collated and presented in a professional way.

SportsCard enables both social and professional sports people to showcase their achievements, and compare themselves to others around the world.

The rich data that SportsCard collects can be accessed and analysed to locate players of potential, and target audiences can be identified for specific products or services.



## Sports Ambassadors:



**George Smith**  
Wallabies Legend



**Layne Beachley**  
7 Times World Surfing Champion



**Andrew Carrazzo**  
Vice Captain for Calton

For more information about SportsCard see the Director Institute Jobs Board  
Ref: SPOCAD1

EXCLUSIVE OPPORTUNITY

# nectar farms



Bringing 'smart farming' to Australian Agriculture

Sophisticated Investors | Advisory Board Members

Nectar Farms is rolling out glasshouse projects in Stawell, VIC (40 hectares) and Oberon, NSW (40 hectares) to become the market-leader in delivering high-yield premium horticulture produce whilst providing a modern industrialised agriculture employment solution for regional Australia.

A combination of growing urbanisation and an increasing Asian population together with local supply issues is hampering our ability to grow consistent, high quality, fresh produce.

74% of Australian produce is grown outdoors and is subject to variable climate conditions and inefficiencies in the supply chain that makes supply inconsistent and pricing volatile.



## The Nectar Farms Strategic Advantage:

Nectar Farms has a high performance growing solution and has set the foundation for rolling out further projects



For more information please apply via the Director Institute Job Board REF: NECFDI

- Highly experienced Go-to-Market team
- Highly scalable integrated Smart Farming business model
- Sustainable recurring revenue streams from off-take agreements
- High yield, high margin products
- Strong social and environmental credentials

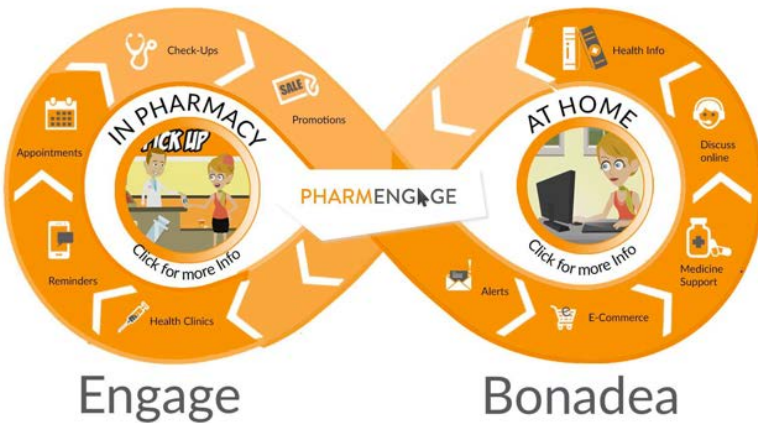
EXCLUSIVE OPPORTUNITY

# PHARMENGAGE

## Seeking Investor Directors

PharmEngage provides an interactive end-to-end solution to connect patients, pharmacies and healthcare suppliers.

A change in regulation has presented the pharmacy industry with a future of reducing profits. The PharmEngage solution provides pharmacies with a compelling profit improvement opportunity. The PharmEngage growth solution provides two seamlessly integrated customer engagement solutions: bonadea, which is consumer facing and ENGAGE, which is pharmacy facing.



PharmEngage holds an exclusive and indefinite Australian license for this unique range of healthcare software solutions.

**ENGAGE** focuses on the healthcare professional and is the first complete customer management solution for pharmacies that provides an easy tool for them to improve customer service, loyalty and business results.

**bonadea** engages directly with healthcare consumers through their trusted pharmacist, presenting a range of consumer related healthcare services, relevant medical information and an easy access to health and wellness products and services



For a confidential briefing about PharmEngage contact Kylie Hammond via the Director Institute jobs board. REF: PHARMDI

EXCLUSIVE OPPORTUNITY

Investor Director

# SNAPTRAX

This Sydney based Australian company is focused on developing products that deliver the latest in safe, wearable technology, combined with appealing design aesthetics for fashion conscious consumers, as well as powerful utility for professional users.

Delivering the ultimate combination of technology and fashion, Snaptrax is the first Voice Activated Wearable Bluetooth Communication Device and microphone, which will allow the device to be worn and used in almost every situation.

Users are able to listen to music, make calls, send and receive texts, search the Internet and stay connected without having to control their device using their hands.

Patents are now in place across all key markets.



Snaptrax Key Highlights:

- The longest wireless distance compared to all competitor products
- The only communication device to provide wearable accessories with the core product.
- The only device that is capable of engaging with social media and integrating with 3rd party mobile applications on a users mobile device
- The only wearable communication device that is functional with Siri for Apple and Google Now for Android.

For more information please contact Kylie Hammond  
Ref: SNAPDI



EXCLUSIVE OPPORTUNITY

Seeking Sophisticated Investors

# big wave gaming

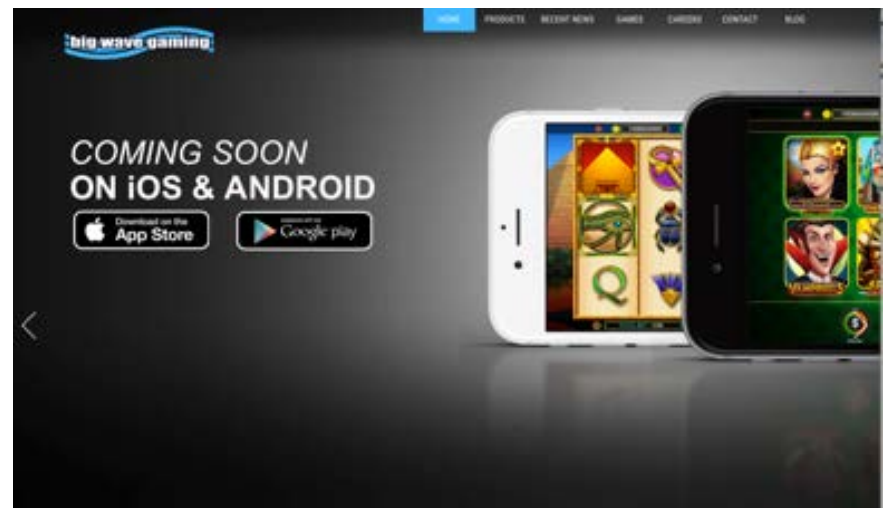
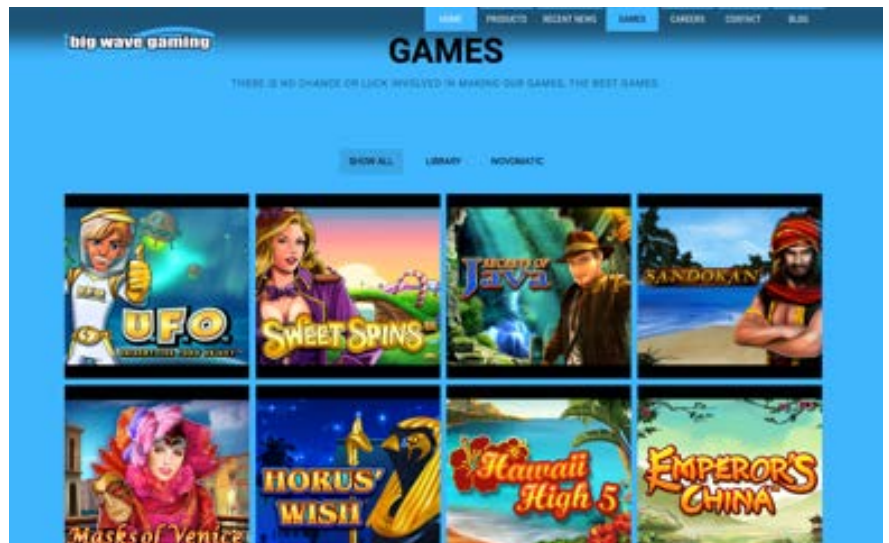
Following a successful track record in game development for major vendors, BWG has launched its own games on social sites (Facebook) and app stores for mobile devices (smartphones & tablets) with strong results.

The Global games market is growing fast, from US\$75.5 billion in 2013 to US \$91.5 billion in 2015 to US\$102.9 billion projected in 2017. Social Gaming is the fastest growth segment with games on mobile devices the most lucrative.

BWG has successfully built 16 slot games for European casino operators who pay up to A\$70k per game, and / or share of profit. BWG now plan to go direct to gamers. In mid-2015 BWG piloted its game Beat Slots on Facebook and attracted 90,000 players in the first month.

Over the next 18 months BWG will be developing and releasing an additional 20 Beat Slots game modules and enhancements to existing available games.

If you are interested in finding out more about this organisation please contact Kylie Hammond for a confidential briefing.  
Ref: BWGDI



**EXCLUSIVE OPPORTUNITY**

**Chairman | Sophisticated Investors | Advisory Board Roles**



Farming practices amongst Australian cereal growers and broad-acre farmers are changing as a result of a number of factors, including food security, climate change, water management and soil erosion.

The Endure Agri Solutions tillage and seeding system – through its Moisture Manager™ technology - places an important tool in the hands of growers who want to remain competitive whilst they meet all of the challenges of climate change, irregular rainfall, and water management.

The patented ground-engaging device is the cornerstone for the other components of the Moisture Manager tillage and seeding system, which provides an integrated solution to a range of challenging farming problems. The next evolution of the technology will include a step to 'smarten' up the technology using proven 'Machine 2 Machine' or 'Internet of things' applications.

Director Institute has been mandated to assist the organisation in the appointment of a Chair and an Advisory Board.

For more information please contact Kylie Hammond via the Director Institute Job Board.  
Ref: ENDDI



**Award-Winning  
Patented Tillage  
Technology**





EXCLUSIVE OPPORTUNITY

Seeking Sophisticated Investors

At Tailors Mark we aim to become the world's largest seller of custom smart-casual apparel by revolutionising the way we integrate digital innovation with a personalised experience.

Handmade  
Quality Products,  
at the Right Price



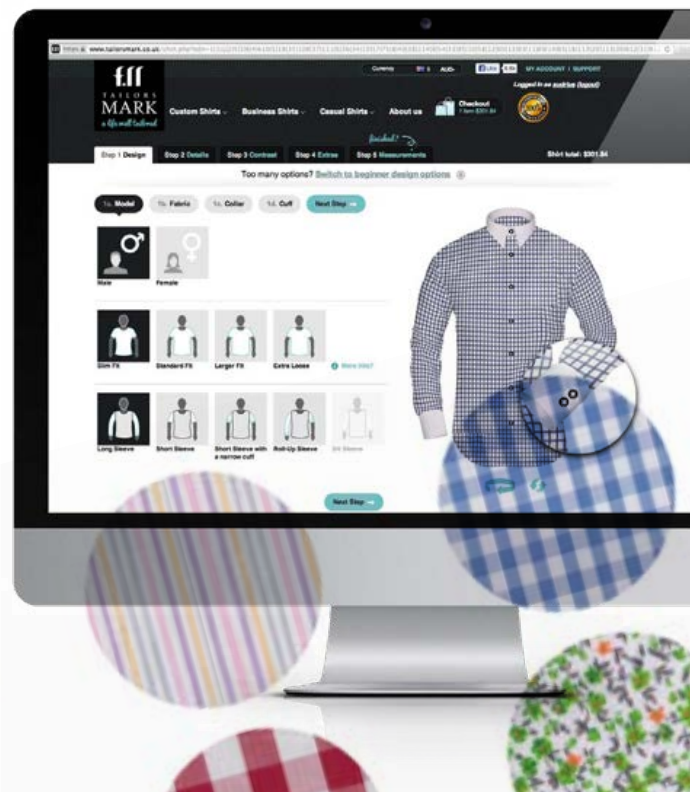
Tailors Mark offers consumers the ability to create their own high quality, bespoke shirts.

Through the use of an innovative online platform, consumers are able to personalise and customise a range of elements including collar style, sleeve type, cuff styles as well as a choice of over 350 high quality fabrics. The e-Commerce platform is well established and fully operational with a strong existing customer base.

The online platform supports a network of Tailors Mark Style Consultants, who are responsible for individually tailoring shirts according to customer measurements and preferences. Together, the Company's online platform and Style Consultant network ensures consumers are easily able to have hand-made, perfectly tailored shirts delivered to their door within three weeks.

To add to their impressive bespoke shirt operation, the Company is rolling out tailored suits, pants, chinos and accessories in the near future.

For more information about this investment opportunity please contact Kylie Hammond Ref: TMARKDI for a confidential discussion.



EXCLUSIVE OPPORTUNITY

Early Stage Business Opportunity  
| Advisory Board

# Connecting Companies. Simply.



# Unscrabble



Unscrabble is the LinkedIn for businesses, connecting companies to enable instant information sharing, opening opportunities for new business, and powering the future of socially responsible procurement by creating transparency in the supply chain.

### The Problem We Solve

In order to trade, customers and suppliers need to exchange information. This information can be as simple as bank account details required to facilitate a transaction, to large amounts highly detailed information termed 'pre-qualification' information, that allow a buyer to assess a suppliers capability, capacity and risk prior to doing business.

Currently, companies exchange this information manually, through emails and forms. The information is dynamic, and tends to become out-of-date and incorrect over time, meaning constant re-exchange of information is required. Small changes in critical supplier information can cause automated processes (e.g. placing orders, and payments) to fail, requiring manual intervention and costing time and money.

For large corporates managing thousands, or tens of thousands of suppliers, this process of obtaining and managing data is extremely time consuming and inefficient. For suppliers, who will be required to provide the same information to different customers multiple times, in different ways, it is equally as onerous.



### Solution

Unscrabble is a cloud based platform in which companies maintain a detailed profile – a 'universal record'. They can then 'connect' with their suppliers and customers (LinkedIn style), allowing their profile to be shared securely with their connections. Through Unscrabble, a process that typically takes weeks with high manual effort is reduced to a couple of clicks.

For a confidential briefing about this opportunity please contact  
Kylie Hammond Ref: SCRABDI

EXCLUSIVE OPPORTUNITY

# GLOMESH

## The Reinvention of a Heritage Icon into an International Fashion Brand

Daniel Goldberg is the grandson of Louis & Alice Kennedy - the original founders of the iconic Glomesh brand which began in the late 50's, and the driving force behind the re-launch of the Glomesh brand today. Daniel recently shared his vision for Glomesh and his thoughts on what it takes to re-build a global luxury brand.



Daniel, tell me more about the history of Glomesh.

Glomesh was founded in Australia by my grandparents, Hungarian immigrants Louis & Alice Kennedy in 1958 who set up their first factory in Bondi. Due to the high demand for their bags and accessories, production later moved to a much larger facility in St Peters in Sydney's inner west where the beautiful iconic metal mesh was created in stunning golds, silvers and vibrant rich enamel colours.

The most notable items that were originally created from the trademark mesh included handbags, purses, clutch bags, cigarette holders, lighters and make-up compacts.

During the early 60's right through to the late 80's Glomesh became the "must have" brand in the Australian fashion and accessories market, creating its very own sub-culture and household name status.

What gave you the impetus to re-launch the brand?

Our story is one that is similar to the Diane Von Furstenberg wrap-dress story. Her famous wrap-dress became a cult item in the 1970's and 80s,

but later the brand disappeared from the market. The past decade has seen the brand re-launch to become a multi-billion dollar fashion empire.

What propelled the re-launch of the Diane Von Furstenberg brand was the original wrap-dress becoming popular amongst the vintage shops, where fashion lovers would search endlessly for an original.

Glomesh has experienced that same resurgence – being sought out in vintage boutiques in much the same way. That's what really instigated and propelled me to bring the brand back.

What I found out very quickly is that while we can create bags that are reminiscent of the original bags, it is also very important to contemporise the aesthetics, the look and style, and present it in a new way. We use the same materials, but introduce different textures, shapes and tones. We've really given the brand a far more modern and edgy tone, which took some time.

That being said, one of the key aspects of our brand is our vintage authenticity – we have a very firm sense of the past, and a clear vision for the future.



Who designs the Glomesh range today?

I design all the bags and spent a lot of time working to conceptualise the bags in a modern form whilst maintaining a clear connection to the past.

My inspiration for the new collection is derived from the armory that the knights wore in the medieval period – an antique silver colour provides the core palette. This new collection is influenced by the shapes and practicalities of what the bags were used for during that period – very pouch-like, very functional. We've used very simple clean line silhouettes with a modern aesthetic.

Where do you plan to take the Glomesh brand?

We are currently expanding the range and the aesthetic environments that we're operating in. One of our new directions is leather. To get into that market I've designed a product that is revolutionary, and in the coming months I'll be launching a leather bag range that has taken over a year to develop.

I want Glomesh to be an iconic heritage brand, but also edgy and luxurious. I also want Glomesh to be a global brand – not a brand contained within the Australian market. It is very important to me to be measured against the likes of the top luxury global handbag brands. Glomesh as a brand is nestled in between true luxury and aspirational luxury. There are a few brands in that space but it's not a saturated market. It's top quality, edgy but affordable.

Our price points start at \$329 AUD – right through to \$1200 for our leather bags.

Tell me about your new collection?

Our new collection truly reflects an edgy aesthetic combined with true luxury.

We have used antique silver as the core palette combined with simple, clean lines. We have developed four styles in three different colours, all of which were launched in February. It's a very modern look.

What materials do you use?

Brass metal mesh which is then sculpted into shape by hand with special tools, and the solid brass frames - unique to Glomesh - create heaviness and luxury. We use a centuries-old technique requiring a high level of skill, and the leathers that we use are the highest quality and come from a tannery in Tuscany.

I'm also very proud of the packaging and overall presentation of Glomesh bags. Our packaging is reminiscent of Hermes or Tiffany's and includes beautiful gift boxes, care cards – all immaculately presented. When you buy Glomesh, you buy a little piece of luxury. We dispatch directly from Australia, and are also capable of shipping directly out of Asia – depending on what works best for our customer.

What are your plans for the year ahead?

Kathryn Eisman has recently come on board as an advisor to the business. Based in the US, Kathryn is a two-time Emmy-nominated fashion and lifestyle journalist, 'on-air' lifestyle expert and international bestselling author. She also has over 10 years' experience working in live news for many of the largest fashion and breakfast news outlets in the US - including E! News, and WNBC "TODAY in New York". Kathryn



collaborates on all aspects of the Glomesh brand and most importantly assists with celebrity placement.

I have spent a lot of time concentrating on the US and have recently appointed an agent to help us service the Asian markets, and think it's almost a case of going to those markets first and then coming back to Australia.



What has been the biggest challenge for you in re-building the Glomesh brand?

Becoming the designer has definitely been my biggest challenge. I initially relied heavily on other people, other designers - but I always found that I had my own, very concrete ideas.

It's a very fast-paced process and I had to do it myself. I can conceptualise design very quickly and get it produced very fast. I know that my designs are very different and as my attention is purely on handbags – not on other fashion items, so I have a single focus other designers just don't have.

That took me some time to get my head around, but now consequently I'm very proud of the designs that we have that sit right up there with the highest quality, edgy, handbags available anywhere in the world.

I am continuing to learn and am proud of the progress we are making with the brand.

How will you manage the brand development and campaign moving forward?

We have just finalised a partnership with a top fashion PR Company who

will help us position the brand around the world. They also represent brands under their umbrella, which are very much aligned to Glomesh. We don't pay for bloggers or celebrities as such – it's very important that high profile people want to wear our brand. That's where Kathryn in the U.S. will provide guidance and assistance.

What advice would you offer other start-up entrepreneurs?

Just because others can't see or envisage your idea, it doesn't mean that it isn't going to work. Most people aren't creative or contrarians and can't visualise. If you have a vision, you need to keep going if you really believe in it.

Most people don't know something's good until it's good already.

What specific skills would you like to bring into the organisation?

I'm definitely looking to bring on a Creative director to work alongside me. Ideally I'm looking for someone who is connected on the global stage - with the right department stores globally – who's been there before and is looking for a new challenge.



For a confidential discussion about Glomesh, please contact Kylie Hammond Ref: GLODI via email [info@directorinstitute.com.au](mailto:info@directorinstitute.com.au) - or enquire via the Jobs Board.

EXCLUSIVE  
OPPORTUNITIES

APRIL 2016



 **eFinance GROUP™**  
Diversity, Lifestyle, Security - MAKE IT HAPPEN

*Be the first to see what's happening inside!*

### Seeking Advisory Board Members | Executive Director (Equity Partner)

The eFinance GROUP is an independent, fee for service, financial planning firm with offices situated in Sydney CBD and Mascot.

Their team of independent financial planners are experts in financial planning for wealth management and wealth creation, helping their clients with all financial issues including investing, direct share investing, finance funding, property investment, superannuation (including SMSF), life insurance, and estate planning.

They have a solid business and brand and are now seeking Advisory Board members to help steer the company through high business growth and to provide support to the business founder.

Director Institute has been mandated to assist the organisation to appoint an Executive Director, and Advisory Board. We are seeking expressions of interest from individuals with experience in financial services, brokering, capital raising, marketing and sales, IT and the commercialisation of high growth businesses.

If you are interested in finding out more about this exciting opportunity please get in touch via the Director Institute Job Board.

Ref: EFINDI



EXCLUSIVE OPPORTUNITY



**Multiple Opportunities - Board, Advisory and Management**  
**| National | Paid**

Vividas has pioneered and patented the world's most efficient system for streaming High Definition (HD) video over the internet via standard web servers. Its proprietary, end-to-end platform:

- Compresses, delivers and displays streaming HD video
- Protects content owners with its unique Digital Rights Management capabilities
- Utilises a Second Screen Signalling (S3) data protocol that allows companion devices to receive a stream without needing Wi-Fi or Bluetooth
- Provides broadcasters with a cloud-based Metasync Platform that synchronises events, actions and content such as ads, games, polling, merchandise sales

This combination makes Vividas the only streaming content provider able to provide a global solution, as its method and process resolves scalability, stability and multi-bit rate challenges faced by other players - providing a unique competitive advantage.

Vividas has built a comprehensive, global patent portfolio providing an ongoing barrier to entry.

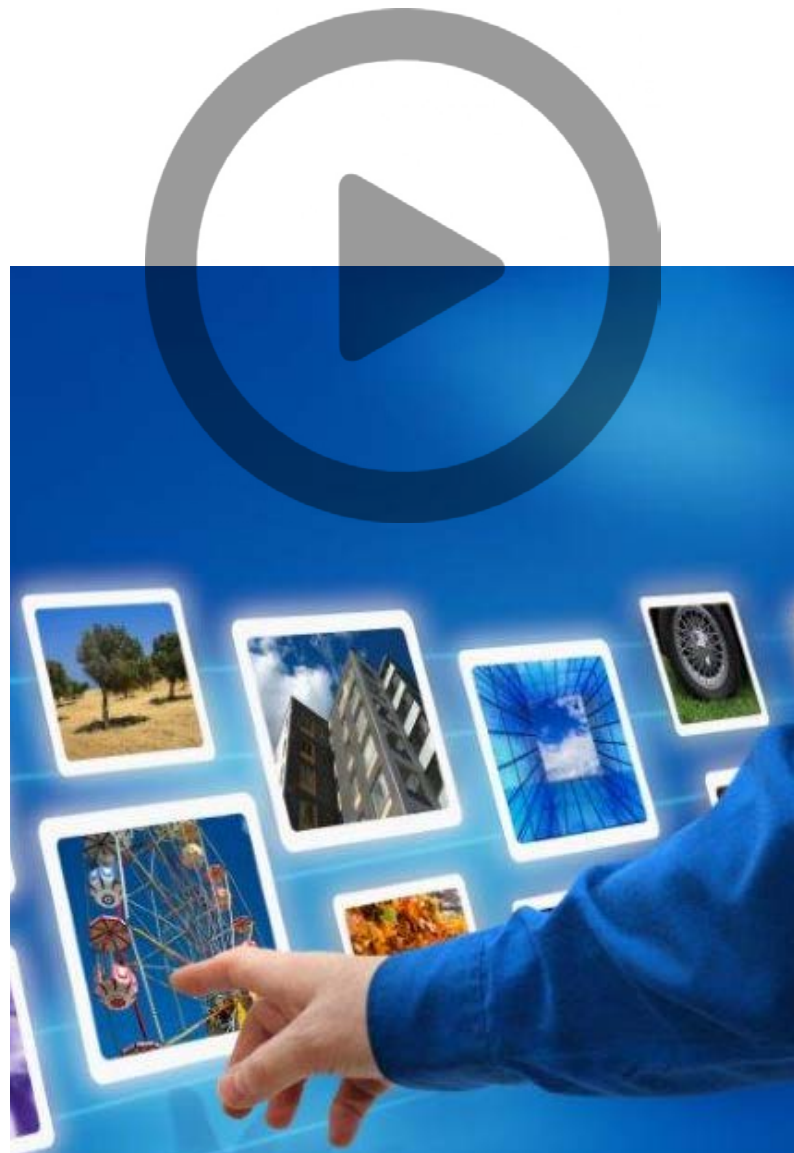
**Seeking Expressions of Interest**

Vividas is now looking to build their team and are looking for high caliber individuals to join their board, advisory group, and fill key executive management positions.

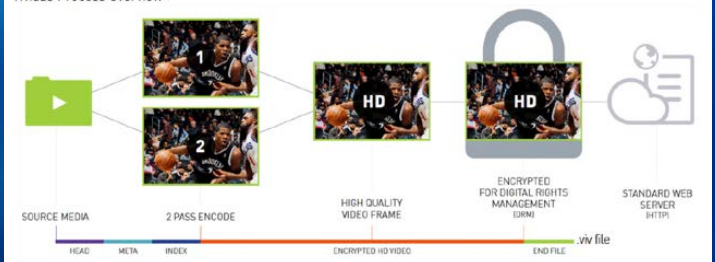
Ideally we seek individuals with expertise in media services, fast growth companies, or that are excited about the potential for this technology in the market place.

For more information please contact Director Institute for a confidential briefing.

Ref: VIVDI or [Click Here](#)



*Vividas Process Overview*



## Great roles to consider for first time board directors



Starting a board career can be a daunting prospect, and finding the right role to cut your teeth on can be a challenge. While most board directors would like to be remunerated for their time and services, there are some great (often unpaid) opportunities available within government that provide first time board directors with essential governance experience.

Recently we received information from the Victorian Government about roles existing on the Victorian Cemetery Trust – particularly in relation to Class B opportunities.

### What are Cemetery Trusts?

Cemetery trusts are responsible for the provision of cemetery services, the administration of the cemeteries under their control, and are accountable to the Minister for Health for the governance of the cemetery and the cemetery trust, for setting the strategic directions of the trust, as well as general oversight operations and financial control.

These opportunities provide first time board directors with governance experience that includes:

- Setting the strategic direction for the organisation
- Approving annual budgets
- Monitoring organisational performance
- Compliance and controls
- Policy development
- High level stake-holder management
- Development of risk management frameworks

In addition to this, directors who serve on cemetery trusts will deal with issues that include workplace health and safety, environment, industrial relations, privacy, social media and diversity.

There are currently several roles being advertised via the Department of Health, Victoria, however after speaking with Louise Hallahan – Senior Project Officer responsible for promoting the roles, they accept applications from interested parties all year round, as roles regularly become available. Application forms can be accessed via the department of health website – [www.health.vic.gov.au/cemeteries/](http://www.health.vic.gov.au/cemeteries/)

Please find below a list of 18 Class B cemetery trusts currently seeking members.

Trust Name	Contact Details
Ararat Cemetery Trust	William Jones (03) 5352 2663
Castlemaine Cemetery Trust	Ian Hockley (03) 5472 1425
Charlton Cemetery Trust	Glenda Litton glendaalitto@bigpond.com
Cobden Cemetery Trust	Joanne Beard jobeard78@yahoo.com.au
Cohuna Cemetery Trust	Joy Cassidy cohunacemetery@gmail.com
Corop Cemetery Trust	Denise Acocks forres1@bigpond.com
Elmore Cemetery Trust	Ken Wills 0418 326 867
Glengower Cemetery Trust	Albert Culvenor (03) 5476 6215
Harrow Cemetery Trust	Robert Heaney bear276@hotmail.com
Inverloch Cemetery Trust	Joan Ginn joanginn@tpg.com.au
Kingower Cemetery	Arleen Reimers (03) 5438 8223
Lakes Entrance Cemetery Trust	Rhonda Bassett (03) 5155 1100
Moe Memorial Cemetery Trust	Tanya Mussared-Horne moememorialpark@bigpond.com
Nhill Cemetery Trust	Alexander Graham alex@mulhallens.com.au
Tyaak Cemetery Trust	Beverley Bullen beverleybullen@activ8.net.au
Warragul Cemetery Trust	Hedley Mann warragulcemeteries@dcsi.net.au
Wodonga	Lia Carle cemtrust@bigpond.net.au
Woorndoo Cemetery Trust	Jodie Leske (03) 5599 5364



**In NSW, the government is currently advertising opportunities to join a Crown Land Reserve Trust Board which provide similar opportunities for first time board directors.**

### What are Crown land reserve trusts?

Crown land reserve trusts care for important land and public assets on behalf of, and with the involvement of, the New South Wales community, government and local councils.

Crown land reserve trusts are given corporate names and are legal entities, just like businesses. They have someone who manages their affairs, such as a board, the Minister administering the Crown Lands Act 1989 (generally delegated to Crown Lands staff), an incorporated body such as a council, or an administrator.

If a board is appointed, a chairperson, secretary and treasurer of the board are elected. The board can then appoint a management committee, volunteers or employ others to assist it in managing its reserve if funds are available.

A Crown land reserve trust board acts like a company board of directors. It can be made up of community volunteers, local government councillors or other people appointed by the Minister. Board members are empowered to make decisions regarding the use and management of the reserve land and are responsible for the implementation of those decisions. Most tasks boards carry out can be completed in a few hours a week.

### Crown land reserve trust boards make decisions about things like:

- How a reserve is used
- Hours of entry
- Driving and parking or mooring of vessels on the reserve
- Fees charged for entry
- Permitted or prohibited activities within the reserve
- How reserve trust funds are spent
- Environmental management within the reserve.
- Crown land reserve trust boards also produce and review a code of conduct

For further information about these opportunities in NSW please contact the Crown Lands Reserves Team P: 1300 886 235, press option 4, then press option 1, or email: [reserves@crowmland.nsw.gov.au](mailto:reserves@crowmland.nsw.gov.au). For more information you can also visit the website [http://www.lpma.nsw.gov.au/trusts/join\\_a\\_trust](http://www.lpma.nsw.gov.au/trusts/join_a_trust)



## SUMMARY OF EXTERNAL OPPORTUNITIES

APRIL 2016

COMPANY	OPPORTUNITY	CLOSING	PAGE
Private QLD School	Board Director	30 APR	59
UCA Funds Management Limited	Non Executive Director	17 APR	59
AWEX - Australian Wool Exchange Ltd	Chair	29 APR	59
Birchip Cropping Group	Board Member	9 MAY	59
My Credit Union Limited	Director	15 APR	60
Optometry Board of Australia	Members	11 APR	60
Perth Markets Limited	Non-Executive Director	24 APR	60
Grains Research and Development Corporation- Panel Chair	Committee Chair	22 APR	60
Rundle Mall Management Authority	Board Chair	17 APR	61
Victorian Cemetery Trust	Trustee	N/A	61
Sunshine Coast Council	Board Members	22 APR	61
Victorian Assisted Reproductive Treatment Authority	Members	24 APR	62
Tasmanian Ports Corporation	Non-Executive Director	21 APR	62
Australian Health Practitioner Regulation Agency (AHPRA)	Board Members	18 APR	62
Merit Protection Boards	Board Members	29 APR	62
Queen of Hearts Community Foundation	Non Executive Director	2 MAY	63
Australian Diabetes Educators Association	Board Member	10 MAY	63
Latrobe Community Health Service Ltd (LCHS)	Independent Member	27 APR	63
WasteAid	Committee Member	6 MAY	63
Therapy Focus	Director	21 APR	64
UnitingCare Victoria & Tasmania	Board Member	19 APR	64
Dine for Life Foundation	Board Members	2 MAY	64
UnitingCare Victoria and Tasmania	Board Member	19 APR	64
Sunnyhaven Disability Services	Members	29 APR	65
Pinnacle HR	Board Member	29 APR	65
Cystic Fibrosis ACT	Board Members	13 APR	65
Gippsland AFL & Netball League	Board Member	30 APR	65

## COMMERCIAL OPPORTUNITIES

### Private QLD School

**Board Director | Queensland | Exclusive Role**

Leading Private School in QLD is seeking expressions of interest for a Board Director to join their team.

For a confidential briefing please contact Kylie Hammond Ref: QLDSCCLKH

Opportunity Closes 30th April 2016.



### UCA Funds Management Limited

**Non Executive Director | Victoria | Paid**

UCA Funds Management is a social enterprise of The Uniting Church in Australia, Synod of Victoria and Tasmania, with funds under management approaching \$1 billion. We are Australia's first dedicated ethical fund manager, with a plan to grow through managing funds for faith-based and charitable organisations as well as personal investors. We are seeking a Non-Executive Director to fill a casual vacancy. The present Board consists of the Executive Director and eight independent Directors whose experience spans senior positions in funds management, the professions, government and business management.

For more information about this opportunity visit the Director Institute Job Board Ref: VCAFNDI or [Click Here](#)

Opportunity Closes 17th April 2016



*we know wool*

### AWEX - Australian Wool Exchange Ltd

**Chair | National | Paid**

The Australian Wool Exchange Limited (AWEX) is an independent wool industry company with an acknowledged record of commitment to servicing its Members and the wool industry. AWEX is recognised globally for the provision of accurate independent market information services, developing industry based standards and quality assurance programs, and maintaining the necessary rules framework which underpins the successful commercial trading of greasy wool in Australia. Due to the pending retirement of AWEX's current chairman at the upcoming November AGM a Vacancy will exist on the Board of Directors of AWEX.

For more information about this opportunity visit the Director Institute Job Board Ref: AWEXDI or [Click Here](#)

Opportunity Closes 29th April 2016.

### Birchip Cropping Group

**Board Member | Victoria | Paid**

BCG is a national leader in farmer driven, agronomic research and extension. BCG is focused on improving the prosperity of Australian broad acre farmers through independent, science-based research and extension and assisting farmers to face new challenges and on ensuring that the sector can thrive as a vibrant primary industry. It is a not for profit, member based organisation based in the Victorian Wimmera Mallee region.

BCG is looking for an independent skills based board member.

For more information about this opportunity visit the Director Institute Job Board Ref: BCGDI or [Click Here](#)

Opportunity Closes 9th May 2016.

PUBLIC UNLISTED



**My Credit Union Limited**

**Director | NSW | Paid**

My Credit Union (MYCU) is looking to recruit a suitable candidate with skills to complement its current Board to fill a vacancy that has arisen as a result of Board renewal. The vacancy will be filled by way of Board Appointment effective until the Annual General Meeting in November 2016, with an opportunity for renewal beyond this term.

MYCU provides a comprehensive range of financial products and services. MYCU also meets the same tough financial standards as banks – we are an Authorised Deposit Taking Institution (ADI) regulated by APRA (Australian Prudential Regulation Authority) and hold an Australian Financial Services Licence (AFSL) regulated by ASIC (Australian Securities and Investments Commission).

For more information about this opportunity visit the Director Institute Job Board Ref: MYCUDI or **Click Here**

Opportunity Closes 15th April 2016.



**Optometry Board of Australia**

**Members | National | Paid**

Call for applications for appointment to the Registration and Notifications Committee of the Optometry Board of Australia.

The Optometry Board of Australia (the Board) seeks applications from experienced practicing optometrists for appointment to its Registration and Notifications Committee to assist the Board in its primary role of protecting the public.

For more information about this opportunity visit the Director Institute Job Board Ref: OPTOMDI or **Click Here**

Opportunity Closes 11th April 2016.

**Perth Markets Limited**

**Non Executive Director | WA | Paid**

Perth Markets Limited [PML] will soon assume control of Market City, the home of the WA Fruit and Vegetable industry.

Situated on 51 hectares of land in the south eastern suburb of Canning Vale, Market City trades approx. \$600m of produce annually through its 24 wholesalers within the central trading area. A range of other commercial and retail businesses form part of this vibrant trading hub.

Expressions of interest are being sought for a non-executive director to join the already established board of PML.

It is anticipated that initially the board would meet monthly however this commitment is likely to reduce over time.

A competitive remuneration package comes with this role.

For more information about this opportunity visit the Director Institute Job Board Ref: PERTHDI or **Click Here**

Opportunity closes 24th April 2016.

**Grains Research and Development Corporation-  
Panel Chair**

**Committee Chair | National | Paid**

The Grains Research and Development Corporation (GRDC) is one of the world's leading grains research investment organisations linking science, technology and its commercialisation with industry and community needs.

The GRDC Northern Panel is seeking a Chair effective from 1 September 2016.

For more information about this opportunity visit the Director Institute Job Board Ref: GRDCDI or **Click Here**

Opportunity Closes 22nd April 2016.

GOVERNMENT  
OPPORTUNITIES

UNFOLD  
RUNDLE MALL

**Rundle Mall Management Authority**

**Board Chair | SA | Paid**

Rundle Mall is the premier shopping destination and meeting place in Adelaide with more than 400,000 customers each week and 27 million visitors annually.

The Rundle Mall Management Authority (RMMA), governed by a Board of Directors, was formed in 2008 as a subsidiary of Adelaide City Council. It is tasked with delivering a range of marketing, advocacy, governance and strategic management services to improve short and medium term economic outcomes and long term sustainability of the mall precinct.

Following the retirement of the RMMA Chair, Council is seeking to appoint a new Chair to lead the next phase of the mall precinct.

For more information about this opportunity visit the Director Institute Job Board Ref: RUNMLDI or **Click Here**

Opportunity Closes 17th April 2016.

**Victorian Cemetery Trust**

**Trustee | Victoria | Voluntary**

Cemetery trusts are responsible for the provision of cemetery services, the administration of the cemeteries under their control, and are accountable to the Minister for Health for the governance of the cemetery and the cemetery trust, for setting the strategic directions of the trust, as well as general oversight operations and financial control.

Victorian Cemetery Trusts are seeking expressions of interest from members of the community who would be interested in serving on the Trust.

For more information about this opportunity visit the Director Institute Job Board Ref: CEMTRUSDI or **Click Here**

Positions remain open.



**Sunshine Coast Council**

**Board Members | Queensland | Paid**

The new Sunshine Coast Arts Advisory Board will provide advice and direction to Sunshine Coast Council as it develops a strategic blueprint to grow the region's investment in the arts

The Board's establishment comes at an exciting time for the Sunshine Coast with the transformation of a 53-hectare greenfield site in the region's heart – Maroochydore – into a 21st century city centre now underway.

The region, which is experiencing unprecedented economic growth, is home to a vibrant, proactive arts industry.

Expressions of Interest are now open for professional, experienced and energetic board members to help drive arts and culture on the Sunshine Coast by joining the Sunshine Coast Arts Advisory Board.

For more information about this opportunity visit the Director Institute Job Board Ref: SUNCCDI or **Click Here**

Opportunity Closes 22nd April 2016





## **Victorian Assisted Reproductive Treatment Authority** **Members | Victoria | Voluntary**

The Minister for Health, the Hon Jill Hennessy MP, is pleased to invite applications for positions of member of the Victorian Assisted Reproductive Treatment Authority. Several positions are available. This is an exciting opportunity to contribute to the governance of this Independent statutory body.

The Authority has a range of regulatory responsibilities including to administer the registration system for fertility clinics, manage the donor registers commencing in 2017, monitor assisted reproductive treatment related activities and programs carried out under the Act, provide public education and community resources on assisted reproductive treatment and promote research on fertility related issues.

For more information about this opportunity visit the Director Institute Job Board Ref: VARTADI or **Click Here**

Opportunity Closes 24th April 2016.

## **Tasmanian Ports Corporation (Tasports)**

**Non-Executive Director | Tasmania | Paid**

Tasports is a State-owned Company established under the Tasmanian Ports Corporation Act 2005, and incorporated under the Corporations Act 2001. It has two shareholders, the Treasurer and the Minister for Infrastructure. Tasports' principal objective is to facilitate trade for the benefit of Tasmania in a manner that is consistent with sound commercial practice.

As an active member of the Board, the Director will support the Chairperson to provide strategic direction and effective oversight of management. A key objective of the Board is to encourage management to continuously strive to improve performance, taking into account risk.

The Director will work with the Chairperson, other Board members and management to ensure that Tasports conducts its business and affairs in a manner that is in accordance with sound commercial practice, conforms with relevant laws and is consistent with Tasports Constitution. The challenge for the Board is to build on the current Tasports culture and values to grow the business and maintain an excellent client satisfaction focus.

For more information about this opportunity visit the Director Institute Job Board Ref: TASPOTDI or **Click Here**

Opportunity Closes 21st April 2016.

## **Australian Health Practitioner Regulation Agency (AHPRA)**

**Board Members | National | Paid**

AHPRA supports the 14 National Boards that are responsible for regulating the health professions.

The primary role of the National Boards is to protect the public and they set standards and policies that all registered health practitioners must meet. Each Board has entered into a health profession agreement with AHPRA which sets out the fees payable by health practitioners, the annual budget of the Board and the services provided by AHPRA.

Applications are now sought for appointments to various national board member vacancies.

For more information about this opportunity visit the Director Institute Job Board Ref: AHPDI or **Click Here**

Opportunity Closes 18th April 2016.

## **Merit Protection Boards**

**Board Members | Victoria | Paid**

The Minister for Education and the Secretary to the Department of Education and Training are pleased to invite expressions of interest to serve as a member of the Merit Protection Boards commencing on 22 September 2016 for a period not exceeding three years.

The Merit Protection Boards provide an independent mechanism to hear appeals and grievances from employees of the Department in relation to matters such as selection, leave applications, excess procedures, time fraction changes and other personnel issues.

Expressions of interest for serving on the Merit Protection Boards are encouraged from a diverse range of persons including women, persons from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people and people with a disability.

For more information about this opportunity visit the Director Institute Job Board Ref: MERPBDI or **Click Here**

Opportunity Closes 29th April 2016.

## NOT FOR PROFIT OPPORTUNITIES

### Queen of Hearts Community Foundation

**Non Executive Director | NSW | Voluntary**

Queen of Hearts Foundation is an award winning NFP organisation committed to Support Survivors of Child Sexual Abuse & Domestic Violence.

The Board has ultimate responsibility to set strategic direction and policy regarding the business and affairs of QOHF and its controlled entities for the benefit of the stakeholders of QOHF. The Board is accountable to Stakeholders for the performance of the company.

The roll requires attending approximately 10 board meetings and serving on at least one board committee per year. The Board does not manage the day-to-day operations of QOHF. This is delegated to management through the Chief Executive Officer.

For more information about this opportunity visit the Director Institute Job Board Ref: QUEENDI or [Click Here](#)

Opportunity closes 2nd May 2016.



### Latrobe Community Health Service Ltd (LCHS)

**Independent Member | Victoria | Paid**

Latrobe Community Health Service (LCHS) is one of the largest independent community health services in Victoria and delivers a range of community based health and support services Gippsland wide.

The LCHS Board Audit & Risk Committee role is to:

- Review the reporting of financial information, and,
- Oversee risk management, internal control, compliance and internal and external audit activities.

For more information about this opportunity visit the Director Institute Job Board Ref: LATCHDI or [Click Here](#)

Opportunity Closes 27th April 2016.

### Australian Diabetes Educators Association (ADEA)

**Board Member | National | Voluntary**

The Australian Diabetes Educators Association (ADEA) is a not for profit organisation working with health professionals, government and the public to reduce the prevalence and impact of diabetes both in Australian and overseas.

The ADEA believes in the rights of people with or at risk of diabetes, their carers and their families to timely access to quality diabetes education and care that meet their individual needs and circumstances throughout the continuum of life and the continuum of diabetes.

The ADEA is committed to supporting its members' efforts to provide evidence – based best practice diabetes education and care to people with or at risk of diabetes, their carers and families.

The board is responsible for the overall strategic direction and works with management in setting strategies for the organisation. The ADEA National Office is based in Canberra however our current board of directors are based in different states in Australia. Face to face board meetings are conducted each quarter with additional teleconferences held as required.

The Australian Diabetes Educators Association (ADEA) is seeking to appoint an independent director with marketing or legal experience to its board.

For more information about this opportunity visit the Director Institute Job Board Ref: ADEADI or [Click Here](#)

Opportunity Closes 10th May 2016.



## WasteAid

**Committee Member | National | Voluntary**

WasteAid works with Aboriginal and Torres Strait Islander communities to create long term solutions to community waste management and environmental health issues. The national charitable organisation was formed in 2014 by a diverse group of waste industry practitioners in response to the lack of waste management services in remote and disadvantaged communities.

WasteAid's mission is to improve public health, environmental and social outcomes in disadvantaged and remote communities through positive waste management solutions. The organisation creates partnerships with the communities with whom it works. It assists partners to leverage their own skills and expertise to manage environmental problems where they live.

For more information about this opportunity visit the Director Institute Job Board Ref: WASAIDI or [Click Here](#)

Opportunity Closes 6th May 2016.

## Dine for Life Foundation

**Board Members | WA | Voluntary**

Dine for Life Foundation is an Australian not for profit fundraising charity, with a vision to end human trafficking and the exploitation of women and children globally. We are an international board with our directors located in Perth, Melbourne, and London seeking to work with globally minded individuals and companies who share the Dine for Life vision. Dine for Life has established a solid foundation and the board is now ready to take our fundraising events to the next level, to advocate for change through our cause and for the foundation to become sustainable.

Dine for Life is seeking to appoint a company secretary to support our dynamic board and to further grow Dine for Life's unique concept and brand in a sustainable way. We are looking for a professional with the corporate background to compliment the skills and experience of the current directors to help facilitate the growth of the Dine for Life charity, to ensure integrity in all reporting and compliance requirements and to contribute ideas for enhancing the Dine for Life fundraising model.

For more information about this opportunity visit the Director Institute Job Board Ref: DINEFLDI or [Click Here](#)

Opportunity Closes 2nd May 2016.



# therapyfocus

## Therapy Focus

**Director | WA | Voluntary**

Therapy Focus' Board of Directors is currently seeking expressions of interest from people with a personal experience of disability to join them on the Board.

The Directors work collectively to enhance strategic direction and support Therapy Focus' Executive Team to provide strong leadership and management. Expressions of Interest to join the Board are being sought from people who have a disability themselves, care or have cared for someone with a disability to provide the Board with personal insights and perspectives of disability.

For more information about this opportunity visit the Director Institute Job Board Ref: THFOCDI or [Click Here](#)

Opportunity Closes 21st April 2016.

## UnitingCare Victoria and Tasmania

**Board Member | Victoria | Voluntary**

UnitingCare Vic/Tas currently provides community services through 25 separate agencies, each with their own board of governance.

Governance of these agencies is to be transferred to a new, single skills based Agency Board which reports directly to the Synod Standing Committee.

UnitingCareVic/Tas has a combined long and proud history of community service delivery as an expression of Christian care and compassion and of God's mission in the world, originating in the Uniting Church and its predecessor denominations.

Expressions of interest are now being sought for the inaugural Agency Board of UnitingCare Vic/Tas, which presents a unique opportunity to strategically guide the organisation.

For more information about this opportunity visit the Director Institute Job Board Ref: UCVTDI or [Click Here](#)

Opportunity Closes 19th April 2016.





### Sunnyhaven Disability Services

**Members | NSW | Voluntary**

Sunnyhaven has a rich 65 years history of providing disability services in the St George area. We have accommodation, day services and therapy services for people from 0-65 years of age. We have over 100 full and part time staff who have a strong commitment to supporting clients maintain or increase their skill set.

We require a person who has finance skills and is committed to the rights and wellbeing of people with a disability. We are a small to medium service wishing to expand the provision of services.

For more information about this opportunity visit the Director Institute Job Board Ref: SUNHVDI or [Click Here](#)

Opportunity Closes 29th April 2016.



### Cystic Fibrosis ACT

**Board Members | ACT | Voluntary**

Cystic Fibrosis ACT provide practical support to people living with cystic fibrosis and their families living in the ACT and surrounding Region. Our services include access to essential vitamins and nutritional supplements, medical equipment, replacement parts and physical health subsidies to keep them healthy as long as possible.

Over the past 3 years Cystic Fibrosis ACT has gone through a growth period. Going from being run completely by a volunteer consumer Committee, to recruiting their first staff member and securing \$150-200k annual revenue, of which, continues to expand. This growth requires a number of changes to occur to the overall operations of the organisation and requires skilled professionals to assist in providing advice, drive and support these changes.

Cystic Fibrosis ACT seeks to fill the position of Secretary and Public Officer.

For more information about this opportunity visit the Director Institute Job Board Ref: CYFIBDI or [Click Here](#)

Opportunity Closes 13th April 2016.

## PINNACLE HR

### Pinnacle HR

**Board Member | SA | Voluntary**

Pinnacle HR has been the primary HR and IR advisory service for the not for profit human services sector in South Australia for more than 20 years. We have a small team of dedicated and experienced HR/IR professionals who provide advice, training, award interpretation, EA negotiations, disciplinary and termination advice and support to our members.

The company is seeking a general board member responsible for the governance of the association.

For more information about this opportunity visit the Director Institute Job Board Ref: PINNADI or [Click Here](#)

Opportunity Closes: 29th April 2016.

### Gippsland AFL & Netball League

**Board Member | Victoria | Voluntary**

The Board has the responsibility for governance of the league on behalf of the member clubs. The board provides efficient and effective administration processes and promotes both football and netball in the Gippsland region.

For more information about this opportunity visit the Director Institute Job Board Ref: GIPPAFDI or [Click Here](#)

Opportunity Closes 30th April 2016.

## The Last Word

by Kylie Hammond

# Oprah's Visit to Australia

Oprah Winfrey is a billionaire, media proprietor, talk show host, actress, producer and philanthropist. Described frequently as one of the most influential and powerful women in the world, Oprah recently visited Australia to present 'Turn Up the Volume on Your Life' a series of sell-out motivational events where she discussed her life and career.

There are only a few people on my 'want to meet' bucket list and Oprah has always been top of that list. Oprah did not disappoint. I had the fortunate experience of meeting her in-person at a back-stage pre-event function where I was able to ask questions and listen to her views on life, business, the importance of having the right team around you and the power of positive thinking.

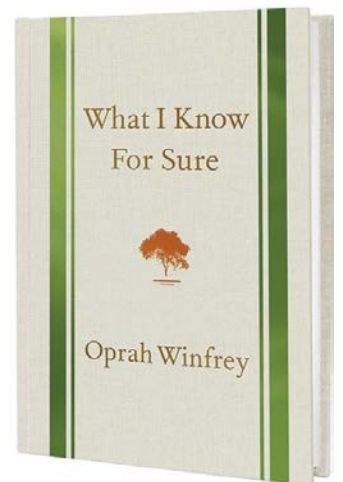
I gained a rare insight into some of the challenges that Oprah faced as she transitioned from daytime television media icon to business mogul. Oprah was interesting, generous with her time and captivated her private audience with insights into her life, her philosophies and anecdotes about her business empire. I don't think many realise how close Oprah came to failure with OWN (Oprah Winfrey Network) and the challenges she faced in getting the right management team in place and the business strategy finessed. At our exclusive event she explained that in the early days of launching OWN, her vision for the network and desire to closely control programming and content nearly resulted in catastrophe, as audiences and sponsors did not respond well.



There came a turning point when Oprah had to take urgent action and she brought in a new management team and



started to allow the key people in her team to make decisions about content. It was a hard lesson that what Oprah wanted to showcase on her OWN network was not to everyone's liking. Giving up control was never going to be easy but by hiring the best executives and a fresh team who were prepared to give Oprah honest advice, the network has turned a corner. Similarly, Oprah's O magazine also faced challenges and she was very fortunate to have Gayle King her long standing best friend who was able to step into her shoes and run the magazine.



Shares of Weight Watchers soared 92% after Oprah announced that she'd taken a 10% stake in the weight loss company. "Weight Watchers has given me the tools to begin to make the lasting shift that I and so many of us who are struggling with weight have longed for, I believe in the program so much I decided to invest in the company and partner in its evolution." Oprah has joined the board of directors and acts as an adviser for the company.

Overall, it was a fantastic opportunity to spend time with a woman I greatly admire and respect. I highly recommend Oprah's short but very interesting book titled "What I Know for Sure".

## Two Prime Ministers Address to the Trans-Tasman Business Circle

I also had the opportunity to attend the Two Prime Ministers Luncheon recently hosted by Trans-Tasman Business Circle. The event had over 1,000 business executives from both sides of the Tasman, it was the largest business luncheon held in Sydney in recent years. The mood was extremely upbeat and there was a general consensus that we are very fortunate to have two very strong business orientated leaders in our region at this time. I am including the address and joint statements from Prime Minister Turnbull and Prime Minister Key as I think they give a good insight into the event and the opportunities for our two nations.

### ADDRESS TO THE TRANS-TASMAN BUSINESS CIRCLE

19 February 2016, Sydney

Prime Minister

E&OE

#### PRIME MINISTER:

It's great to be here. John and Bronagh, Lucy and I are so thrilled that you're here in Sydney.

I know there's been a bit of speculation about the pyjama party, but I can assure you we're just going to have a quiet dinner and as John said a few reds – so very, very sedate.

Let me say that the relationship between our countries is as close as any relationship between two countries could be. We often say that New Zealanders and Australians are family and that is true. The linkages, the history is so intense and intertwined. You know, we share a history but we also share a destiny and what Anne Sherry said is absolutely right – we are looking to the same opportunities. We're looking in the same direction.

It is, it is the most exciting time to be an Australian. It is the most exciting time to be a New Zealander. Here we are, in the period of the most rapid change in the global economy. You know, John got in ahead of us with the China Australia Free Trade Agreement, Andrew Robb caught up and now we, the China New Zealand Free Trade Agreement, I should say and we caught up with our Free Trade Agreement but you know we're in a world where 40 years ago, as I was saying earlier today, China was barely part of the global economy. Now it is arguably the world's single largest economy.

We, in Australia, we have seen in a few years, just in a few years, mining



investment peak at nearly 8 per cent of GDP. It's now around 3.5 per cent of GDP. Many people said now that would set the Australians back, that would be a major economic setback but look at the way our economy has adjusted.

Last year 301,000 new jobs, 90 per cent in the private sector. What does that tell you? It tells you that our economy is diverse. It tells you that Australians are entrepreneurial. It tells you that they're innovative, it tells you that the opportunities that we have opened up to these rapidly growing markets in Asia is enabling our economy to diversify. It is that diversity and resilience that is enabling us to adjust to this transition from a mining boom to what we call the Ideas Boom.

Because, my friends, we know full well and John Key knows this as well as any of us, we both understand that the most important capital in our countries is not under the ground, it's not growing in the ground; all of those things are important.

The most important capital is you, Australians and New Zealanders, your imagination, your enterprise, your determination to create new opportunities. It's that human capital and that's why the Ideas Boom, based on innovation, based on entrepreneurship, based on open markets, is one that is inexhaustible. It is limited only by our imagination, only by our enterprise.

And I believe that Australians and New Zealanders have this in common, despite some differences, as Ann described, we have this in common, that we are filled with imagination. We are innovators. We are hard workers and we recognise we have these formidable opportunities ahead of us and we're working together just as our forebears have done.

The ANZACs of today are working together as the ANZACs of a century ago did. Only a few months ago I was in the Middle East and I visited the

training group in Taji – the Taskforce Taji – just outside of Baghdad and there you have Australians and New Zealanders training the Iraqi Army, training thousands of soldiers who have gone in to take on ISIL and were successful in driving ISIL out of Ramadi. A critically important win and I was proud to see those Kiwis and those Australians, those ANZACs, the ANZACs of today, working together there supporting the government of Iraq, fighting the terrorists who are a threat to us in the Middle East, at home, right around the world.

And when I met with the Prime Minister, he thanked me for the work that the Australians have done, he praised their contribution and he asked me to pass on those thanks for the contribution of the New Zealanders to John Key.

We're seen as being tied together, just as we're seen as an economic unity to so many other parts of the world, to so many investors.

Can I say to you, my friends, that the history, the history is a remarkable one. Ray Davison – Ray spoke to us earlier with a Welcome to Country and he reminded us of the Eora Nation, the original custodian, the custodians of this land. Ray thank you for that, thank you for that warm welcome and we acknowledge your forebears, your ancestors, your elders past and present, as we do.

But you know when we look across the Tasman, at the Maori people, the Indigenous inhabitants of New Zealand, when, in this very harbour, in Sydney, in 1788 after the founding of the colony, when it was struggling, running out of food, it was Maori merchants, Maori entrepreneurs who were selling food to the struggling colony and I had a very interesting reminder of the intricate links of history that go back so far only the other day.

I met a woman, a young New Zealand woman, Maori woman, who introduced herself and her surname was Coromandel. I said "That's an interesting name. How did you come to be called Coromandel?" and she said "Well, my forebear was a Maori man who worked on a ship that was trading between New Zealand and Sydney in the early part, early years of the 19th century." As the trade went back and forth, providing the food that kept the struggling colony alive and here's the thing, my Turnbull forebears arrived and settled on the Hawkesbury River in 1802 and the ship that they came in was the Coromandel. So there it was 200 years of history, of linked history between the destiny of Australia, settlers in Australia, Maori people in New Zealand, hands across the Tasman, then and now. Yes, a shared history, but a shared destiny.

I'm delighted especially to now introduce John Key to you. John is an example for us all. He governs from the centre. He is, as Ann said, a man of business. He understands the importance of free markets. He

understands that government's role is to enable business and citizens to achieve their dreams, enable people to do their best, rather than to tell them what is best and he has slowly or incrementally, as he said earlier today, made one economic reform after another that has built on New Zealand's prosperity to the point where now migration is actually, net migration, is heading back towards New Zealand and that is a very big turnaround in the Trans-Tasman relationship and it shows the strength of the New Zealand economy.



But what John has also done is shown that he is an innovator. He's prepared to move quickly and as is so often the case with New Zealand, has been able to do things simply and in many ways in a much more straightforward way than historically we have here.

I've always been a great admirer of New Zealand. We in Australia do not pay enough attention to New Zealand. Yes, as John would acknowledge, it's a smaller country, doesn't have state governments, it doesn't have an upper house. In many respects, it is not as complicated a system of government as our big, sprawling federation but whether we look at what they did with broadband, how they much better handled that than the way the NBN was set up by our predecessors, if we look at the way they moved quickly on crowdfunding, if they look at the way they moved quickly on free trade agreements, there's a lot to learn from New Zealand. And above all, I think what John brings to New Zealand leadership is a practical optimism, a recognition that business needs leadership, business needs reform but it needs the confidence of knowing that there is a leader who understands the community, the business community, upon whose enterprise the prosperity of New Zealand depends.

Ladies and gentlemen, it is an honour to be here with John. He's a great role model for me and for any leader. He's a great New Zealander and a great, a great defender and promoter of our Trans-Tasman economic relationship.

Please welcome our friend, John Key, the Prime Minister of New Zealand.  
[Ends]

## JOINT STATEMENT BY PRIME MINISTER TURNBULL AND PRIME MINISTER KEY

19 February 2016

Prime Minister

Prime Minister the Rt Hon John Key

Prime Minister the Hon Malcolm Turnbull MP and Prime Minister the Rt Hon John Key met in Sydney on 19 February 2016 for the annual Australia-New Zealand Leaders' Meeting. Prime Minister Turnbull and Mrs Turnbull warmly welcomed Prime Minister Key and Mrs Key to Australia. Prime Ministers Turnbull and Key also welcomed the opportunity to engage with senior representatives of the Australian and New Zealand business communities.

The Prime Ministers emphasised that the enduring strength of the Australia-New Zealand relationship lay in the close bonds between our people, the extraordinary depth of our economic linkages, our shared values and outlook and strong sense of community. The two leaders held substantive and wide-ranging discussions on strategic and bilateral issues of importance to both countries, and the visit yielded agreement to further deepen cooperation and collaboration between the two countries to enhance the prosperity and security of Australians and New Zealanders.

### PEOPLE/IMMIGRATION ISSUES

Prime Minister Key welcomed Prime Minister Turnbull's announcement that Australia would offer a unique pathway to citizenship for New Zealanders who are long-term residents in Australia. The two agreed that the pathway acknowledges the significant contributions many New Zealanders have made to Australia and their enduring community ties. They committed to work closely to implement the new pathway in keeping with the strong sense of community between our two nations.

Prime Minister Turnbull reiterated Australia's commitment to ensuring the process of visa cancellation, appeals and removals of New Zealand citizens who have been convicted of serious crimes in Australia is conducted as efficiently as possible. The Prime Ministers welcomed the good progress made to expedite cases, improve communications between authorities and take into account community ties in considering these cases.

### SECURITY AND DEFENCE COOPERATION

Australia and New Zealand have a shared interest in promoting a stable, rules-based global order, and in working together to respond to regional and international security challenges.



The Prime Ministers affirmed their commitment to close defence and security cooperation. They agreed on the benefits of enhancing interoperability between the countries' defence forces, recognising this would maximise the impact and effectiveness of our contributions to international peace and security and in response to regional emergencies. To further enhance strategic cooperation and strengthen responses to domestic security challenges, the Prime Ministers agreed their departmental secretaries would lead an annual dialogue on national security between the heads of Australian and New Zealand policy, intelligence and security agencies.

The Prime Ministers expressed their deep concern at the situation in Syria and Iraq. They reiterated their support and encouragement for efforts to ease humanitarian suffering in Iraq and Syria, to reach a negotiated political solution to the Syrian crisis, and to progress inclusive governance in Iraq.

Australia and New Zealand have a long and proud history of working together to advance international peace and security, and are doing so once again as members of the Counter ISIL coalition supporting Iraq's government in its efforts to defeat ISIL. The two Prime Ministers recognised the valuable work of the joint Australia-New Zealand Building Partner Capacity (BPC) mission in Iraq, which is training units of the Iraqi Army to build their skills and enable them to convert short-term battlefield gains into long-term success in defeating ISIL. The Iraqi Army's 76th Brigade, trained at Taji by Australian and New Zealand Defence personnel, played a key support role in the liberation of Ramadi in December.

Critical cooperation between Australia and New Zealand to combat domestic terrorism continues to grow. Both countries have taken a range of measures to address the evolving terrorist threat, including legislation to ensure our agencies have the powers and resources they need to

protect the public. The two leaders agreed to build on the substantial collaboration between our law enforcement agencies, including through the Australia New Zealand Counter-Terrorism Committee. They agreed that community engagement was vital to tackle radicalisation and violent extremism. They noted that it would be vital also to continue to work in cooperation with partner governments in the region to support initiatives to counter violent extremism.



On the issue of tackling people smuggling, the leaders welcomed cooperation between the two governments, and with countries of the region through the Bali Process. The Prime Ministers underlined the importance of efforts to counter the illegal people smuggling trade, which puts vulnerable peoples' lives at risk and enriches criminal networks. They emphasised their continuing commitment to detect and deter people smuggling ventures targeting our borders, and to continue work on a joint information campaign.

## CYBER SECURITY

Australia and New Zealand continue to strengthen ties on cyber security. Both governments share a commitment to improving our cyber defences and championing an open, free and secure internet to enable our citizens to be secure, resilient and prosperous online.

Exercising our response to cyber-attacks gives us insight into where we need to improve. Australia and New Zealand will undertake joint cyber exercises to ensure we can respond to a significant cyber incident affecting both nations, with the first joint exercise to be conducted by the end of 2016.

Creating cyber smart nations, with more people who have the right skills and know-how is high on our agenda. The Prime Ministers agreed to cooperate to boost trans-Tasman cyber security skills by enhancing our respective skills competitions for students.

Increasing the understanding of cyber security risks and benefits is one of our strongest defences. The Prime Ministers committed to work together to improve trans-Tasman cyber security awareness through aligned public-private awareness initiatives and education campaigns. Together, in partnership with businesses and the community, the governments will strengthen cooperation on practical initiatives to improve cyber security and enhance collaboration across our nations.

## TRADE AND ECONOMIC COOPERATION

The Prime Ministers recognised the strength and importance of the trade and economic relationship, underpinned by the Australia New Zealand Closer Economic Relations Trade Agreement (CER), which has delivered enormous benefits to both countries, and being taken forward by the Single Economic Market (SEM) agenda.

Leaders noted the strong progress that had been made in creating a seamless business environment between the two countries. This has helped businesses and consumers on both sides of the Tasman and provided scale and a platform for expansion into third markets. Leaders directed officials to develop ideas for further progressing the SEM agenda, with a view to proposed initiatives being discussed at the CER Ministerial meeting to be held later in 2016.

Leaders welcomed work to date on a concept for a Joint Infrastructure Pipeline to increase the scale and attractiveness to foreign investors and major infrastructure companies of the combined Australian New Zealand infrastructure market. They supported further work to bring the concept to the next stage.

Leaders noted the progress being made on negotiations for a Mutual Recognition Arrangement between the Australian Trusted Trader program and the New Zealand Secure Exports Scheme, which will provide reciprocal trade facilitation benefits to member businesses. Both countries are working towards signing the arrangement by July this year. Leaders acknowledged the completion of a project to reference the New Zealand Qualifications Framework and Australian Qualifications Framework. The referencing helps employers and education providers make informed decisions on the comparability of New Zealand and Australian qualifications, making it easier for students and workers to use their qualifications in both countries.

## INNOVATION AND SCIENCE

The leaders agreed on the importance of fostering innovation and entrepreneurship to create the modern, dynamic economies needed to thrive in the 21st century. Australia and New Zealand are home to high-quality businesses, universities and research organisations that make

strong contributions to their respective economies. There is great scope to build stronger cross-Tasman collaboration between them and to learn lessons on best practice.

The two leaders agreed to develop a science and innovation agreement that will better integrate Australia and New Zealand's innovation agendas to help share cutting-edge ideas and build economies based on innovative human capital.

Australia and New Zealand play a central role in the Square Kilometre Array (SKA), an ambitious and important project to build the world's largest radio telescope to undertake transformational science. The Prime Ministers welcomed the signing of an Arrangement on Australia-New Zealand collaboration on the SKA, which will provide for collaborative engagement to explore opportunities to develop Australasian capability in SKA-related radio astronomy, information and communication technology, engineering and other technologies.

The leaders also welcomed continued collaboration between the two countries on the Australian Synchrotron.

in so-called 21st century areas like e-commerce and global value chains. The TPP will see the elimination of 98 per cent of tariffs among its 12 member countries, which together account for some 40 per cent of global GDP. Both countries have commenced ratification processes, with the agreement expected to enter into force within two years.

Australia and New Zealand remain strongly committed to progressing the Regional Comprehensive Economic Partnership (RCEP) negotiations alongside ASEAN, China, India, Japan and Korea. The Prime Ministers agreed they would continue to push for a modern, comprehensive, high-quality agreement that significantly builds on the Agreement Establishing the ASEAN-Australia-New Zealand Free Trade Area (AANZFTA).

The Prime Ministers reaffirmed their commitment to concluding PACER Plus negotiations among Pacific Islands Forum members by June 2016, in line with the Leaders' directive reached in Port Moresby in September 2015. They agreed prosperity and stability in the Pacific would be well served by a high-quality trade and investment agreement, and called on negotiators from all Pacific countries to redouble their efforts to reach a deal.

The Prime Ministers welcomed the agreement of the World Trade Organization (WTO) Nairobi package reached at the 10th WTO Ministerial Conference in December last year. In particular, as fellow members of the Cairns Group of agricultural exporting countries, the elimination of export subsidies is a significant benefit for Australian and New Zealand agriculture exporters.

### COOPERATION IN THE PACIFIC

Close cooperation and engagement in the Pacific is a high priority for Australia and New Zealand. Both countries value their partnerships with the governments and people of the Pacific, and are committed to helping create a more prosperous and secure region. The Prime Ministers committed to continued advocacy for Pacific Island countries in the United Nations and other international bodies.

The Leaders reaffirmed their support for the Pacific Islands Forum as the preeminent forum to address issues of regional concern, and welcomed the cooperation Australia and New Zealand are undertaking to promote sustainable economic development in the Pacific.

They committed to continuing to work together to implement the historic commitments made at the Paris Climate Conference (COP21), where pledges covering 188 countries had been tabled, recognising the particular significance of responding to climate change for countries of the Pacific and other small island developing states. Australia and New Zealand also work closely with our neighbours in the Pacific in supporting



### REGIONAL AND INTERNATIONAL TRADE

The Prime Ministers emphasised the significant opportunities of greater trade and economic integration in the Asia-Pacific region to both countries and their continued commitment to work together in building regional trade.

They welcomed the signing of the Trans Pacific Partnership (TPP) in Auckland on 4 February. The TPP is the most significant trade and investment agreement finalised in over two decades and stands to provide benefits across the traditional areas of trade and investment and

clean energy and building strong disaster resilience and response capacities for the region.

Prime Ministers Turnbull and Key agreed that coordinated assistance by Australia and New Zealand would be crucial to help contain threats posed by infectious diseases including the current concerns regarding the Zika virus in the Pacific. Australia had pledged AUD\$500,000 and New Zealand NZD\$250,000 to the World Health Organization's Pacific Zika Virus Action Plan to help limit the impact and spread of the virus in the region. New Zealand has also pledged an additional NZD\$250,000 for direct in-country support to enable high-risk countries in the region to respond rapidly if required.

Australia and New Zealand are working together effectively to deter and eliminate illegal, unreported and unregulated fishing in the Southern and Pacific Oceans. Joint surveillance activities, information sharing and coordinated diplomatic outreach aimed at combating illegal fishing have been highly successful and will continue in 2016 and beyond. The two leaders also expressed their commitment to supporting the Pacific fisheries sector to achieve sustainable economic returns.

Both Australia and New Zealand remain committed to supporting Pacific Island Countries and partners to protect and utilise regional marine resources through, such measures as the Australian Pacific Patrol Boat Program, the Australian Pacific Maritime Security Program and the implementation of a catch-based management system for fisheries.

#### ANTARCTICA AND SOUTHERN OCEAN

Building on the well-established relationship between Australia and New Zealand regarding Antarctica, the leaders agreed to explore options for deepening scientific cooperation, including in relation to the effects of climate change, and to continue advocacy for the establishment of Marine Protected Areas in the Southern Ocean. Australia and New

Zealand reiterated their commitment to a strong and effective Antarctic Treaty System.

The Prime Ministers expressed concern about Japan's resumption of whaling in the Southern Ocean. Australia and New Zealand call on Japan to respect the 2014 judgement of the International Court of Justice on ensuring that lethal whale research is consistent with the obligations under the International Whaling Convention. Australia and New Zealand remain firmly opposed to commercial whaling, in particular in the Southern Ocean Whale Sanctuary established by the International Whaling Commission.

#### ASIA-PACIFIC

Recognising the central importance of a stable, secure Asia-Pacific region to the world economy, the Prime Ministers emphasised the need for restraint and respect for international norms and rules of behaviour in resolving territorial disputes. They encouraged a peaceful resolution to all disputes in accordance with international law, including the UN Convention on the Law of the Sea (UNCLOS). With regard to the South China Sea, they stressed the importance of unimpeded trade, freedom of navigation and overflight. The Prime Ministers called on all claimant states in the South China Sea to halt land reclamation, construction, and militarisation, and to take steps to ease tensions.

The Prime Ministers also noted the important role in developing common understandings and resolving sensitive issues played by regional institutions such as the East Asia Summit.

The leaders were in strong agreement that the recent launch of a ballistic rocket by the Democratic People's Republic of Korea (DPRK) constituted a serious threat to international peace and security. They condemned the country's dangerous actions and called on the DPRK regime to cease its provocations and engage constructively with the international community.

