



Director
INSTITUTE
Next Generation Directors

BoardAlert

EXCLUSIVE
MEMBER
NEWSLETTER

FEATURE INTERVIEW:

Ann Sherry

ALSO INSIDE:

Layne Beachley - Aim for the Stars

Ali Brown joins Director Institute
Advisory Board

Adjusting to Millennials: Are you ready?

Over 250 Director and advisory
board opportunities available

plus much more!

AUGUST 2016

WELCOME TO THE LATEST ISSUE OF **BoardAlert**



In this issue of Board Alert we're thrilled to have interviewed two incredible ladies – Ann Sherry AO, who is the Executive Chair of Carnival Australia, and Layne Beachley AO, our most successful female surfer in history, and now Chair of Surfing Australia. Thank you to both women for their candour and the valuable insights they shared with us.

We are also pleased to welcome Ali Brown to our Director Institute Advisory Board. Ali is regarded as one of the top entrepreneur coaches in the world and it's an honour to have her as part of our advisory board.

Over the next few months we have some fantastic events planned including Director Institute Luncheons, Masterclasses, Networking Events, and Platinum Executive Intensive programs scheduled around the country. For more information turn to page 12.

I hope to see you there!

Kind Regards,

Kylie

Kylie Hammond

Executive Chairman and Founder

Business Mentoring Session for a Good Cause



Ann Sherry, AO & Kylie Hammond

I am a firm believer in the value of mentoring for every executive. No matter whether you are the CEO, Chair, or President of an organisation, having regular access to other successful leaders with different experiences, successes and insights provides enormous value.

Recently I was fortunate to win the opportunity to have a business mentoring session with Ann Sherry who had offered a mentoring session as part of a MentorMe online auction to raise funds for ChildFund Australia.

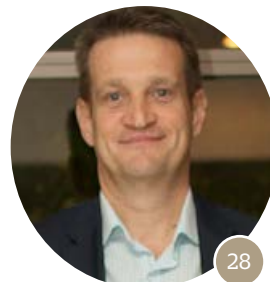
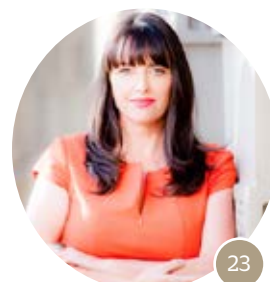
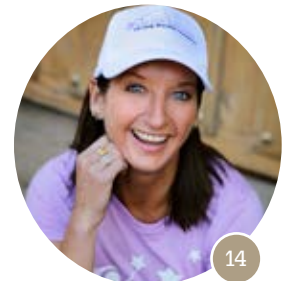
Ann is a business leader who I greatly admire and respect and our mentoring session exceeded all of my expectations. She was generous in sharing her insights, wisdom and views on business, leadership and board directorships. We covered a wide range of topics in a short period including the need for skill and gender diversity in executive teams and boardrooms.

Our meeting also left me with some 'blue sky' thinking around the bigger challenges that we face in trying to get a wider mix of board director talent into the boardrooms of Australia. Being mentored by Ann on business and leadership was truly special and a very rewarding experience.

ChildFund Australia is the local arm of the ChildFund Alliance, a global network that assists more than 14 million children and their families in 63 countries.

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FEATURE INTERVIEW



Ann Sherry

Ann Sherry AO is the Executive Chairman of Carnival Australia, the largest cruise ship operator in Australasia and a division of Carnival Corporation & Plc. In 2007 Ann joined the organisation as CEO and since then has transformed the industry and seen the organisation grow at double digit rates each year. This month we were honoured to be able to speak with Ann about her executive and board career, and hear her advice about what people need to consider when beginning their board career.

You were named the most influential woman by AFR Westpac in 2015 – which was quite an honour.

Honestly I was surprised, partly because I didn't know it was coming, and of course pleased because it was recognition from somebody else, which always feels more meaningful. But ultimately, I thought – great, what can I do with this.

I've found a few interesting things to do with it over the last 12 months.

Did you always know you wanted to be a Chief Executive?

No I didn't. When I was growing up, women didn't do those things. I've always had a burning passion to do things differently. I guess you would have described me as being a contrary or a difficult child!

If you don't like the status quo then I always had the view that you have to change it. I didn't really think that being a CEO was the only way to do it though. When I was a young woman, there were virtually no role models. Women were other men's wives.

My mother always worked however, so I did grow up with a view that education was important for girls, and that you needed to have your own things in life. So I guess there was a piece of me that had a slightly different experience to other girls my age. My desire to be a CEO came much much later.

You stepped into the Carnival role in 2007 at quite a tricky time in the history of the business. Did you have any concerns about taking on the role?

I did a lot of due diligence and I certainly went in with my eyes wide open. I think there are very few times in your life where you get the chance to work

with what is at its core, a great business. And to get it when it needs re-building re-imagining, revitalising provided a great opportunity.

So I saw the opportunity rather than I saw the problems. Most people thought I was mad, and they said so. Why would you leave banking and go to 'tourism' and why could you take on this business?

Everyone else could see the downside but I could see the upside.

That probably reflects a bit about who I am. I looked at the business in the US and looked at how good they were, and how big they were, and then looked at our market and thought, we all live by the sea with all these incredible ports! We've got all these amazing destinations that you can get to on ships!

There is just such a great opportunity here for an organisation like Carnival Australia. Why wouldn't you have a crack at it?

You don't often get the opportunity to jump industry – particularly when you've been a CEO for a few years. Organisations are largely conservative with regard to who they bring on as the CEO. Even when they bring people in from the outside, they usually bring them from the same industry. So the opportunity to jump into a completely new industry and learn a whole lot of new stuff was an enormous opportunity.



CARNIVAL
AUSTRALIA



What type of challenges did you face in the early days?

There were difficult times and challenges at the beginning. The first month in the job, the NSW Coroner had just concluded an inquest into the tragic death of Mrs Dianne Brimble and it had been on the front page of the newspapers for some time.

And, in that same month we had a ship hit by a freak wave off New Zealand. We had to fly passengers home from Port Vila in Vanuatu and had to take the ship to an unscheduled dry-dock, something of course I knew nothing about. It was an interesting week, and I probably learnt more about the organisation in that single week than what I'd have normally learnt in months.

Operationally I learnt that we are a machine. If you need to get 2000 people from A to B, we find a way of doing it. We do it smoothly and everyone felt that they'd been treated well. When we needed to get the ship into dry-dock, the technical guys knew exactly what to do.

"Your ability to succeed in a board role really depends on the other people on the board."

The operational underbelly and core of the business was and is incredibly strong. That gave me great confidence. The platform we were building on was fantastic.

The customer service people were amazing. They were on the phone to customers, talking to people on the next cruise. Logistically when you're dealing with those numbers of people, the complexity is huge. The customer service people were outstanding and it made me think that I was working in a pretty good business.

Then of course I had the mad experience of engaging with all the technical people on the dry-dock. I'd never been to a dry-dock before and I turned up in my high-heels. You could see people thinking - either it's her or she's lost!

I had to put my overalls on with my steel capped boots to get into the ship and have a good look at it all. It was a real trial by fire, but I met lots of people as a result, many of whom I would have otherwise taken months to meet.

I watched the business and its response at its most stressed, and was amazed at how it performed.

I guess that really was a good experience... even though it was a terrible time for the business. It also brought all of my international colleagues out, most of whom I hadn't met up until that point. It was interesting that many of them said that they'd been in the business nine years before anything like that happened to them. So culturally I was able to get a really great feel for what the rest of the organisation was like. It was a big learning week.

"There's a real myth that people jump straight into listed boards.... You're not a bank teller one day, and then the bank CEO the next."

You've recently gone through another interesting transition from being Chief Executive to Executive Chair. How are you finding that, and what do you want your legacy to be in this new role?

For the first few weeks in my new role I had to be really disciplined about not doing what I'd been doing for the last nine and a half years - which was telling people what to do, or making suggestions.

The shift is actually a shift for me as much as it for the organisation. Of course I've pulled people up behind me, and I had to consciously push people out to them to get issues solved rather than letting them still come to me. One of the changes I've made is to limit the time that I'm actually in the office to only three days per week. That way I'm not overly visible, looking like I need things to do! I don't want to disenfranchise people who are now responsible for the brands of the organisation.

I'm getting into the swing of it now, and I'm focussed on the market itself. We still haven't got access to Garden Island for cruise ships during the height of the summer cruise season sorted but plans are advancing for a new cruise terminal in Brisbane to accommodate larger cruise ships. My role is now much more about the outward facing pieces, about how do we make sure that the market is optimised.



In terms of a legacy, I guess this phase of my time with Carnival Australia should be about ensuring that the market is ready for our next phase of growth. In 2020, a new, big P&O ship is coming – the first ever designed and built specifically for year round cruising in this market. We need to have the entire infrastructure ready both here and in the Pacific.

You've had a board career now for a number of years, and you are now taking on an international board appointment. Can you tell me a little bit about your experience and how these opportunities come about, and what thoughts do you apply when deciding to take on an opportunity?

I began my board career with un-listed boards, as I didn't want it to take up too much time while I was still a full time CEO. I've worked in the not-for-profit space, and on sports boards. In fact, I've tried a wide spectrum of boards.

What I've learnt is that sometimes the small or unlisted boards (depending on their sector, and how well they're performing) actually take more time than bigger boards and bigger organisations.

I've also learnt the lesson that it doesn't matter how good the board looks from the outside, your ability to succeed in a board role really depends on the other people on the board. It's like any organisation. The people you work with are critical to your capacity to have influence and be effective. So that has made me far more discriminating now than I once was.

I'm also conscious of boards that are interested in appointing you just because they see you as an answer to their diversity issue. Sometimes I'm inclined to say yes if I'm the first female on the board, because I like the idea of breaking down the barriers. But I've also learnt that sometimes that's not the place to be because sometimes you're just crashing into the wall of a hundred years of history.

"I watched the business and its response at its most stressed, and was amazed at how it performed."

That varies however. I went into the Australian Rugby board – and I was the first woman ever there, and that was a good experience. There was cultural change happening across the entire organisation at the time – not just in the boardroom. That board was made up of a really strong group of men who saw real value in diversity, and in change itself.

I've been the first woman and sometimes the only woman on a couple of other boards and have felt as though my inclusion has simply enabled them to tick a box, as the rest of it just hasn't been happening.

I've now learnt to look more closely at the board itself, rather than focus just on the organisation. The people dynamic on a board is crucial – and is now a critical part of my decision making process. You come together for short and infrequent periods of time and unless the interaction between board members is good, you can get to the end of the meeting and feel as though you've made no progress.



You've been an advisor to Prime Minister level around diversity and how we get more women into the boardroom. What are your views about why we haven't had the correction that we've talked about for so long?

In my view there are three things that still stand in the way.

People don't give up power easily and – you know, they're great gigs.

Secondly, because of all the dynamics that I've previously described, board members look for people they already know – so the clubiness on a board is real. Board members tend to look to people that they've worked with either in an executive role, or on another board, so you do end up with the same group of people going round and round.

And finally, there really hasn't been a requirement. The thing that has actually created change in the last few years has been the ASX guidelines. No amount of government policy or general conversation about diversity creates change. You need a regulator to say that it's got to be done and if you don't do it we're going to name and shame you. That has now got every board talking about their succession plan and where they need to go to find new board directors. At least there is now a conversation about it.



AUGUST 2016

What advice would you give to people who want to pursue a board career?

Understand what it is you bring to a board.

I have a number of people who come to me and pronounce that they want to be a director. That's most people's start point, and I'd say that that's probably not the best start point. The better place to begin is to ask yourself what you've got that would be of value to a board.

It's also important that you understand why you want a board career. Are you really after flexibility or want a part-time role, or is it because you really want to sit at the governance level of an organisation.

You carry a lot of risk as a board director and need to fully understand your role and governance responsibilities.

My first piece of advice is to work out what you really have to offer, and then package yourself up to present to the market.

Be clear that you understand what it really means to be a director.

You carry a lot of risk as a board director and it's important that you fully understand your role and governance responsibilities. You also need to ensure that you have at least the most basic training to become a director. You can't just fling yourself at the market hoping that a bit of you sticks.

I believe that first time directors should consider starting their board career working for a not-for-profit organisation. There is a learning piece that people need to consider. Without experience, how else do you understand what is actually involved in being on a board, or know how to run a risk committee for instance.

"No amount of government policy or general conversation about diversity creates change. You need a regulator to say that it's got to be done..."

It's also important that people understand that they're not running the organisation. I often hear people say that they don't want to work in a not for profit as it's unlikely to be a paid role. Well, we all start somewhere and NFP's need great people, so in my view,

you should first demonstrate what you can really deliver in that environment. Use that environment to test what you know and what you don't know – and make a positive difference while you're doing it.

There's a real myth that people jump straight into listed boards. Certainly everyone I speak to who are on listed boards have all done significant work in the NFP sector. You're not a bank teller one day, and then the bank CEO the next.

Being a director is no different from being an executive. Find a way to learn

the trade and then decide exactly what you want, and build a strategy to get there.

Work your networks.

That's what all directors do. Nobody knows that you want to be a director unless you talk about it – and nobody knows you're capable of being a director unless you demonstrate it.





Are you a Next Generation Director?

Why join Director Institute?

We know what it takes to begin and build a successful board career.

Director Institute provides current and aspiring board directors with resources, peer to peer education and access to exclusive business networks needed to begin or expand a board portfolio; as well as access to exclusive board opportunities available no-where else in the market.

Our comprehensive resource centre provides directors with essential board-related information that includes exclusive recruitment and governance advice and guidance on how to improve both director and board performance.

We make connections.

We understand that there is a need for a new, diverse range of directors in the boardroom, and we work closely with both the business community and our network of high caliber candidates to connect the two.

What sets us apart from our competitors is the personal assistance we offer our members via our advisory and mentoring services. We have placed over 5,000 directors into boardrooms across the Asia Pacific region and in the last few years have mentored over 2,500 senior executives, CEO's, Entrepreneurs and Chairs.

Benefits of Membership



Networking and Events

Attend our exclusive business networking events and connect with other Board Directors, Advisors, Entrepreneurs and Investors who are well placed to assist your board director career.



Exclusive Board Opportunities

Access hundreds of exclusive Chair, Non-Executive Director and Advisory Board roles across all industries and sectors. Access the hidden Board Director job market.



Mentoring & Advisory Services


We offer world-class mentoring and advisory services for senior leaders who are starting their board career, expanding their board portfolio, or looking to work with a seasoned CEO advisor.

5,000+
Director Appointments

2,500+
Mentoring Clients

100,000+
Director Institute Network

Director Institute Membership Options

	Foundation Membership	Premium Membership	Welcome to the Boardroom
	\$990	\$1,590	\$3,850
Access to Exclusive Board Opportunities			
Online tools and resources to support your board career			
Access to exclusive networking events, round tables, CEO Forums			
Access to private online member networks			
One-on-one mentoring session with Director Institute consultant	1	2	3
Refreshed Board Director Professional Resume			
Refreshed LinkedIn profile and Corporate Biography			
Personal introductions to private business network			
Board Interview preparation, contract negotiation and due diligence advice			
DirectorGuard Insurance & 30 mins free legal advice*			

JOIN THE DIRECTOR INSTITUTE TODAY!

<https://www.directorinstitute.com.au/membership/>



LATEST NEWS

Ali Brown joins Director Institute Advisory Board

Director Institute is delighted to announce that Ali Brown has joined our international advisory board. Ali is a champion for female entrepreneurs and business women around the world and brings significant knowledge and expertise to our business and our members, as we enhance our business offering and position ourselves for expansion across multiple markets.

"I have personally followed Ali for many years, her insights are laser sharp, she is regarded as one of the top entrepreneur coaches in the world and it is an honour to have her as part of our advisory board."

Kylie



About Ali Brown

Ali Brown is one of the most recognized entrepreneur coaches in the world, and has built a coaching and consulting enterprise that ranked in the Inc. 500 list of fastest growing private companies in the nation.

She was named one of Forbes Women to Watch, one of Ernst & Young's Winning Women Entrepreneurs, and an entrepreneur delegate for the United Nations Foundation's Global Accelerator.

Ali was also featured on the ABC hit primetime show "Secret Millionaire" and has over 250,000 followers via AliBrown.com, her social media channels, and her Glambition® Radio show on iTunes. Her coaching and mentorship has been featured on CNN.com and many other major media outlets, and Entrepreneur Magazine named Ali as having one of the Top "10 Twitter Accounts Every Entrepreneur Should Be Following".

Ali is a frequent traveler with her husband Brett and their 3-year-old twins, living between Arizona, Southern California, and Sydney, Australia.



THOUGHT LEADERSHIP

Adjusting to Millennials: Are you ready?



By Kim Vella

Kim Vella Coaching
www.kimvella.com.au

By 2020, millennials (Generation Y, born between 1982 and 2004) will make up 50 per cent of the global workforce. Born into a fast-paced digital world, these optimistic, energetic and intensely ambitious young professionals bring different priorities and expectations to the workplace. For company leaders, it's time to adjust or bust.

While millennials often get a bad rap from older generations for their perceived flaws – entitlement, narcissism, even laziness. On the flipside, millennials are global citizens who are more accepting of differences and diversity, and can be a great force for positive change. As emerging business leaders, they can challenge convention.

What does all of this mean? Traditional leadership models are out of step with millennials – and will fail to facilitate the building of workplace cultures that will enable millennials to transition into leadership positions. By embracing and encouraging the contribution of millennials, current executives are able to influence their career trajectories to close the looming leadership deficit.

The Gallop Report (2016): How Millennials Want to Live and Work provides some interesting and useful key insights, including the following:

- Millennials are the least engaged generation in the workplace – traditional leadership models are not in line with expectations.
- Workplace cultures are lagging behind – old-style incentives, appraisal systems and rewards are not motivating young professionals.
- Professional development is important to millennials – strengths-based coaching and other learning opportunities should be prioritised.
- Millennials have aspirations to get ahead without sacrificing healthy functioning – eating well, getting enough rest, and exercise.
- Technology has made the boundary between home and work practically invisible – this is welcomed in many ways, but to a point.

For leaders grappling with how to manage the integration of millennials into executive positions, and the implications on the workplace, the basic premise is this – millennials want development, purpose, coaching, and ongoing conversations. Most of all, they want to be guided up the ranks by leaders with open minds to finding better ways of doing things.



UPCOMING EVENTS

MELBOURNE MASTERCLASS

17th August - Only 3 places remaining (at time of print)

**From Executive Office to Boardroom,
From Business Leader to Board Director
How to Fast-Track Your Career**

Join Kylie Hammond CEO and Founder of Director Institute, and Sonia McDonald CEO from Leadership HQ for a one-day intensive program.

“Fantastic content delivered in a concise and straightforward manner. Gave the perfect foundation for entrance into the boardroom and executive leadership as a whole.”

Limited to only 30 people this opportunity is suited to mid-to-senior executives, general managers, directors and C-suite executives ready to drive their career forward and achieve amazing results.

Make the transition, take control of your career.

On Wednesday August 17th we will be holding our first ever Masterclass in Melbourne and will be inviting 30 senior executives and directors to join us for an intensive full day program.

Kylie Hammond and Sonia McDonald from Leadership HQ will work one-on-one with you, sharing their strategies and insights to help you fast track your career.

Specifically they will cover topics that include:

- The Secrets of Success in Leadership
- How to Fast-Track Your Corporate Career – Insights from a Corporate Headhunter
- Leading with Impact and Knowing your Style
- How to Make a Name for Yourself in the Corporate Environment
- Building Your Board & Leadership Strategy
- Career Planning, Creating a Vision for the Future Building your Leadership and Director Brand
- Power of Social Media as Leveraging your Leadership
- Transitioning from Executive to Non-Executive, Getting Board Ready
- The Power of Networking

Only \$495 - Book Now!

Masterclasses also taking place in
[PERTH – 16th November - BOOK NOW](#)
[ADELAIDE – 30th November - BOOK NOW](#)

SYDNEY BOARD LUNCHEON

31st August - Utilising Competitive Intelligence in the Boardroom.

Join us for our next Director Institute Directors Luncheon where we will discuss the importance of utilising Competitive Intelligence in the boardroom.

Babette Bensoussan is an internationally esteemed leader in the field of Competitive Intelligence (CI) and Strategy. Her credentials are built upon a long-standing series of outstanding achievements, both business and academic. As Australia's only awarded CI professional she is also one of the most published business authors, and renowned public speakers in her field.

Babette Bensoussan will be joining our luncheon group on August 31st to brief us on the power of Competitive Intelligence in the boardroom and it's impact on organisational thinking, and decision-making.

Babette is currently the Adjunct Professor at UTS in the School of Business, the CEO of MindShifts Australia, and a member of Director Institute.

When: 31st August, 2016 – 12.30pm – 2.30pm

Where: Vintage Room, Royal Automobile Club, Australia – 89 Macquarie Street, Sydney

Cost: Director Institute Members: \$70 (incl GST)

The Luncheon includes 2 course meal, and coffee & tea. Wine and Beer will be offered throughout lunch.

Limited to only 20 members.

Book Now



UPCOMING EVENTS

WOMEN WORLD CHANGERS

Director Institute is pleased to support the Women World Changers event, which is taking place in Melbourne - 10th October, and Sydney - 12th October.

The event is designed to drive a dialogue focused on the importance for greater workplace diversity and equality and features a line-up of international and national speakers never seen before on one stage.

Featured speakers include:

- Holly Ransom, CEO, Emergent Solutions, Chair G20 Youth Summit
- Amal Clooney, Human Rights Lawyer, Doughty Street Chamber
- Alan, Joyce, CEO & Managing Director, Qantas Airways
- Carol Schwartz AM, Director, Stockland & Bank of Melbourne
- Ahmed Fahour, MED & Group CEO, Australia Post and, many more.

Special Rates for Director Institute Clients:

[More Info](#) | [Book Now](#) | [VIP](#)

SYDNEY PLATINUM INTENSIVE PROGRAM

September 7 & 8th - Almost Sold Out

Are you are 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?

Over the course of two days, Kylie Hammond and our team of facilitators will work with you one-on-one to help you imagine, prepare, and build your ideal board career. Limited to only 26 people this opportunity is only suited to current or past CEOs, C-suite or senior-level executives ready to drive their career forward.

"In preparing myself for non-executive board roles, I attended Kylie's inaugural course, in April 16 which, was insightful, challenging and attended by high calibre individuals. From the pre-course work and the workshop itself I came away with the right information and tools to understand what board positions I should target, how to articulate my value and how to select the appropriate companies. In addition to giving me access to some of Kylie's inner network and mentors. I would highly recommend this course to anyone looking to get into Non Exec or Advisory Board roles."

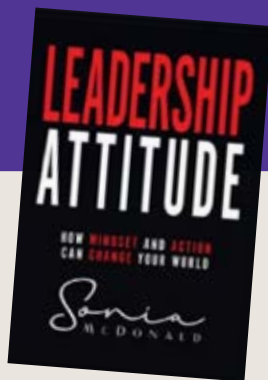
Roy Pater

[For More Information - Click Here](#)

Sonia McDonald CEO & Founder of LeadershipHQ, and Director Institute Member will be launching her FIRST book in Sydney on 1st September.

Director Institute members and friends are invited to join us to celebrate from 5.30pm - 7.30pm, 1st September 2016

Where: Members Bar of the Royal Automobile Club, Australia
89 Macquarie Street, Sydney



Sonia McDonald has worked with leaders from all walks of life and understands better than anyone that being confident and owning who you are is extremely important. The greatest gift you can give yourself and others as a leader is being yourself.

"Be authentic. The best leaders are ones that know that self-awareness is the greatest capability." – Sonia McDonald

In this fresh and inspirational leadership book, Sonia allows her personality and knowledge to shine through at every opportunity. Allow Sonia to guide you through the leadership journey to your destination. She wants you to focus on your mindset and attitude and enjoy the journey of self-discovery.

"What a fabulous book! I have known Sonia for 15 years and her quest to learn and share is virtually unparalleled- and is truly represented by this book. The Leadership Attitude is a must read for all leaders – it is full great tips and is an easy read. Highly recommended!"

– Anna-Lucia Mackay Educator, Speaker and Best Selling Author of The Four Mindsets.

ABOUT THE AUTHOR

Sonia McDonald, Founder of LeadershipHQ and LeadershipHQ Magazine, shares her wisdom and knowledge on the subject of leadership. In Leadership Attitude, she covers such topics as coaching, mentoring, learning, passion, emotional intelligence and branding.

Recently named in the Top 250 Influential Women across the Globe by Richtopia, her passion is to build a world where we all see ourselves as leaders. She is committed to working with organisations, teams and leaders in building their leadership capability and mindset





FEATURE INTERVIEW

Layne Beachley

Layne Beachley AO is widely regarded as the most successful female surfer in history. She is the only surfer, male or female, to claim six consecutive world titles, winning a 7th one in 2006, before retiring from the ASP World Tour in 2008. In 2015 Layne was awarded with an Officer of the Order of Australia for her distinguished service to the community through support for a wide range of charitable organizations, as a mentor for women in sport and as a world champion surfer.

Layne has achieved yet another first by becoming Surfing Australia's new Chairperson. She is the first former female World Champion of any sport to take on the role in a National Sporting organisation. Layne also sits on the board of the Sport Australia Hall Of Fame, is an ISA Vice President and is the Director of her own charity, the Layne Beachley Foundation, Aim For The Stars.

Layne you've achieved an enormous amount in your life to date but what qualities or personal attributes do you think have been the most important to your success?

1. Build Resilience

The first thing that comes to mind is my ability to adapt to change, bouncing back from adversity, my resilience.

I certainly haven't had the most normal of upbringings. When I reflect on it, I was conceived through date rape, born six weeks premature, lived in a humidicrib for six weeks, put up for adoption – and was never held, breastfed or even touched by my natural birth mother. All of this bred a lot of trust issues in me as a youngster.

At four years old I started surfing. I lost my mother when I was six, and Dad told me I was adopted when I was eight. There was so much to deal with – especially in those early years of life when I was most impressionable.

I have learnt that resilience is engendered over time. I'm also very fortunate



that I grew up at a time when it was safe to fail. There wasn't the same level of scrutiny as there is today – especially in light of the pressure that social media places on young people to be perfect.

2. Have a clear vision

As an athlete it's relatively easy to be able to clearly articulate your objective. As an eight year old I set the goal to be a world champion. I didn't really know that my desire related to surfing specifically, I just wanted to become a world champion at everything I was good at. Until I narrowed my focus down to surfing I was too easily distracted by plenty of other things going on in my life.

As a Gemini, I am easily distracted by every day life. I can be intensely focused when I need to be and suddenly a bright shiny new thing will distract my attention.

3. Surround yourself with good quality people

Growing up in Manly I had a lot of dream thieves and life vampires who wanted to suck the life out of me, people who didn't want to see me succeed. I derived a lot of strength in wanting to prove them wrong. Surfing as a young woman in Manly was threatening and hostile and intimidating at the best of times. Knowing that there was always a pillar of support around me was so vital to achieve success.

Research has shown that resilience in children is cultivated through having a strong stable relationship with one reliable adult – that doesn't have to be a parent. I'm very fortunate that I had those individuals throughout my whole life whether it was an employer, a mentor, a girlfriend, partner, my brother or my dad - having that pillar of support was crucial. I refer to those people as my honesty barometers as they elevate me and bring the best out in me.

How important have mentors been in your own career? How have they assisted you to achieve your goals?

Mentors have been incredibly important. The classic cliché that we've all stood on the shoulders of others to be where we are today rings very true for me. I think about all the people who I have relied upon – especially in times of darkness, unhappiness and despair, but also in more joyful times of success and celebration.

Having the right people surrounding me who genuinely want to see me succeed and authentically share in that success has been rewarding and satisfying. You become the sum of the five people you spend the most time with so choose them wisely.

You have a long list of 'firsts' in your career including being the most successful female surfer in history winning seven World Titles six consecutively) along with 29 World Tour victories.

And, from a board perspective, you've been a member of the Surfing Australia board since 2010, and a board member of the Sport Australia Hall of Fame, and last year you were appointed the first former female World Champion of any sport to take on the role of Chair in a National Sporting Organisation.

What was it like stepping into the Chair role at Surfing Australia that Norm Innis had held for eight years?

It was very challenging. But I love challenging the status quo – I love stepping out of my own comfort zone and taking people outside of their comfort zone because that builds resilience in all of us.

I became dissatisfied with the way the board was being led and felt it was time for a new chairperson. Norm had done an incredible job in driving the organisation forward, displaying great leadership and sharing his business acumen from his experience as a director of Quiksilver. His guidance helped turn Surfing Australia around, along with the employment of our CEO who has produced amazing results and continues to drive tremendous success



for the organisation.

It was suggested by a board colleague that I stand for Chairperson. I had never considered it because I knew that a man was being groomed for the role – that was the succession plan. When it was suggested that I consider the role, I instantly thought – no way, I'm a woman, there's no way I can do that.

Why do you think you had reservations?

It's the imposter syndrome.

Even I was surprised with my own unconscious negative response. I put my hands down under the table in a physical state of silent defiance when the opportunity was presented to me.

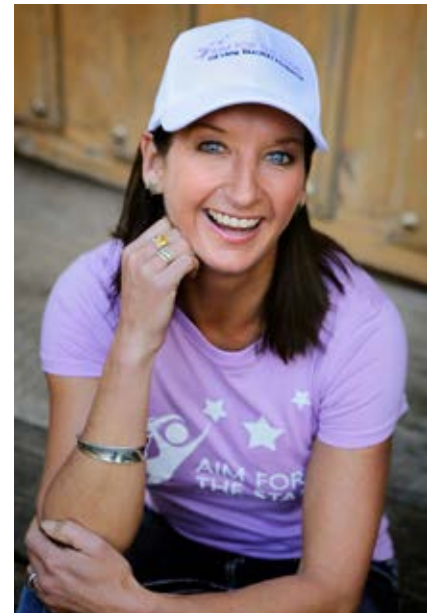
The benefit in the decision-making process comes from the space you create between the stimuli and the response.

I walked away from the table and gave myself some time and space to seriously ask myself why do I want to do this. Through self-awareness I began to question my own doubts and fears and all of those excuses I created and decided to challenge their validity. Through that questioning I realised that I had the confidence of my board, significant depth and variety of skillset around the table, and I had a tremendous network of chair people who I could reach out to and ask for guidance and support. Those three things gave me the confidence to put my hand back up and go for the role.

We are extremely close to Olympic inclusion and that really excites me. I've recently returned home from my Layne Beachley high performance talent identification camp, mentoring and coaching the nations top under 16 year old girls, and I see the Olympics as a whole new aspirational opportunity other than the World Tour and something that can ultimately become part of my legacy. I want Australia to be the first gold medallists in Tokyo in 2020!

Do you feel fear, and is it a motivator for you?

I'm a fear confronter. I feel fear and it's normal – it's a natural response based on how you 'think' and feel, and this will ultimately determine how you act.





Your actions will determine the results you produce in your life. If you feel fear and choose a state of denial, you will become immobilised which sabotages your future actions. But if you feel fear and ask yourself why you are afraid, and get honest with it – and as Brenè Brown says in *Rising Strong*, rumble with it a little bit, it's amazing how you can take back control, overcome your fears and create a life by design and not by default.

Fear appears in a variety of ways and not all fears need to be overcome. Some keep you sane to ensure you don't become reckless or arrogant, which is very useful when riding 50-foot waves. I was afraid the first board meeting I chaired and channelled that fear into deeper listening, questioning and learning.

Understanding what your fears are, and the fact that they're instinctive impulses is very important. Your ego fuels your fear because it's job is to keep you safe. I'm not fuelled by fear and I'm not driven by ego, but I'm very conscious of how fear will stop me in my tracks every now and again.



I'm fuelled by my value of improvement and willingness to embrace challenges so my desire to succeed is much stronger than my fear of failure. Remember, what you focus on expands.

You've faced head-on issues about gender equality in your career – I watched an interview between you and Mike Munroe where you spoke about experiencing first hand the draconian chauvinistic attitude of the surfing industry when you first sat on the board of directors of the ASP. While some say that attitudes are changing – there is still a lot of discussion about the under-representation of women on Australian boards.

What do you think it will take to get more women onto Australian boards, and what are your thoughts on the idea of introducing quotas?

I'm all for merit, however, if we don't set targets then the same conversations are had and nothing ever changes. One of the biggest challenges we currently face is the prevalence of the old boys club and the belief that the way that it's been done in the past is the way it must always be done. That lack of flexibility and adaptability is holding us back. As long as we remain stuck in this pattern we won't be able to break the behavioural cycle.

The second point is the attitude of other women, especially senior leaders. There are a lot of women who are in influential and powerful places who don't make it easy for other women to follow in their footsteps. It's almost like 'I had to pay my dues, I had to blast through the ceiling, I had to struggle and I had to endure all the pain and suffering – so you have to endure it to'.

The one thing I'm not buying into is this propensity to celebrate male champions of change. Why are we championing something that is just common sense? It's all about identifying talent in individuals, irrespective of gender. The statistics are there; they clearly show that there is an increase in productivity and profitability when boards and organisations embrace diversity. Considering the lack of gender equality in senior leadership roles within the majority of corporations, male leaders must challenge their own unconscious bias and lead the way by embracing gender diversity.

How do you change things then?

Patience, Passion and Perseverance.

When it comes to some of the boys' club behaviour in the boardroom - sometimes people just can't see the error in their ways due to "getting away with it" for so long. You set the standards by what you walk past and allow, and unfortunately we allow unacceptable behaviour to occur and occasionally it shocks us into submission. Sometimes we're so shocked by the fact that something just got said, that we lose the opportunity to respond.

As a lone woman on an all male board, I felt the need to be on my toes, and call people on any behaviour I considered to be unacceptable. You need to listen, think and choose a rational response that is free of judgement and emotion.

You have to establish clear boundaries in the boardroom and remain consistent.

Your foundation "Aim for the Stars" assists young women to achieve their dreams. Can you explain how the foundation operates, and how it delivers on its mission to assist young women?

I believe young women need emotional support, reassurance and positive role models to succeed in life. I value improvement, in my own life and those I work with so I want to ensure the girls who are coming through the ranks can pursue their dreams without the same level of hardship, challenge, and sexism I experienced throughout my surfing career.

Our mission is to empower young girls and women to invest in their future so they can fulfil their potential. We achieve this through providing financial and moral support.

Each applicant has articulated what her goal is, how the grant will assist her to achieve her goal and details about specific challenges she has overcome. There are some very inspiring women in our communities becoming future leaders and all they need is the reassurance that someone believes in them.

The benefits are much greater than just receiving financial support. In

In addition to the \$4000 grant, we provide a full wrap-around ecosystem for the girls. Each year we bring the winners to Sydney for our annual gala, which this year is on the 16th September, and we celebrate their success.

Upon arrival I teach them how to surf which provides them with a dose of humility, then we put them through a range of workshops that cover topics such as personal brand building, goal orientation, value alignment, discovering self-limiting beliefs and how to turn them into positive extended beliefs. This is also supported with our Stars2Leaders program; a nine-month online personal development program specifically designed for our scholarship holders.

We also provide 12 months of individualised mentoring for each girl from a pool of wonderful female mentors who have voluntarily expressed avidity to support us.

How can individuals and corporates support AFTS?

There are a variety of ways that people can support Aim For The Stars. Individuals or businesses can become regular donors, they can hold an 'Inspired Morning Tea', donate to our events or attend our events – buy a table, or come as individuals, or they can volunteer to become a mentor.

What support do you need right now?

Right now we are looking for individuals or organisations that can assist us with our communications. Specifically we need someone who can provide storytelling skills pro bono. We've got a lot of success stories, and telling the stories of the girls is what will help sell the foundation and assist its continued growth.

We know why we exist, but we haven't demonstrated the impact that we make and we'd really love help to do that. We are also seeking financial support from people who want to partner with us.

You've been a motivational speaker for many years, can you tell me a bit about that?

My surfing career taught me the value of story telling as a way to generate publicity and ultimately sponsorship because there were limited opportunities for female surfers back then. Now, as the most successful female surfer in history, I travel the world sharing my knowledge on topics such as sustained success, overcoming challenges, adapting to change and maintaining motivation.

I've also developed a workshop program called the ART of success (Attitude, Resilience and Truth), which I deliver to organisations and corporates to assist them in creating a more efficient, productive and profitable workplace.

It's a fun, introspective and sometimes challenging experience, as I facilitate participants to identify and acknowledge their self limiting beliefs, teach them how to cultivate a more positive attitude, build resilience in their decision making and learn to live authentically.



Many of us have subscribed to an illusion of a life that others have projected on to us. My objective through the ART of success program is to ignite human potential by creating a higher level of consciousness so people no longer respond to an old historical version of the self, shattering the inner glass ceiling and empowering people to live a life by design, not by default.

Who is the program best suited to?

Everyone can benefit from this program, however I think that it is of particular value to middle management as the purpose is to increase staff retention, personal accountability, productivity and efficiency. Recently, one organisation I was working with described a problem they referred to as the 'Pink Cliff' - right when women are about to make the leap up in their careers they step off the cliff. The question was why are women stepping out when they need to step in? What can we do to address this? That is where the ART of success can help.

Common beliefs such as the lack of opportunity, the imposter syndrome or a lack of confidence in knowledge and experience can become a major roadblock to career advancement and personal success.

Through increased self-awareness it's possible to create an understanding of your own internal drivers and values, generating happiness and satisfaction through a sense of achievement.

The ART program focuses on personal accountability, eliminating unnecessary distractions or blame on external circumstances, ensuring people have set goals that are aligned with their values, increasing their personal success, which positively impacts productivity and profitability within the organisation.

It's about taking the onus off the organisation and putting it back on the individual, giving them the clarity of vision, the consistency of thought and the conviction to take ownership of the choices they make.

If you are interested in supporting the Aim for the Stars Foundation, or finding out more about Layne Beachley's ART program please contact Kylie Hammond at info@directorinstitute.com.au.



Director BUREAU

The Big Kahuna Resume

This Professional Resume Writing Service has been developed exclusively for senior executives such as President, CEO, Managing Director, Functional Director, or very senior General Manager applicants. This service is also ideal for professional curriculum vitae development.

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DirectorGuard is an insurance policy for individual directors designed as a risk management and asset protection tool.

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DirectorGuard has been designed in partnership with Director Institute and Insurance House and is exclusive to members of Director Institute.

The Benefits

- Option of \$250,000 or \$500,000 Limit
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\$550 per year - Enquire Now

Reading Recommendation

Difference Makers re-frames the debate about who can participate in a board directorship so that differences are not seen as negatives but as positives. Dr Nicky Howe and Alicia Curtis share their experience and research on how different points of view and different experiences can enhance problem-solving and spark innovation; it can build better boards and ultimately better organisations.

Through focusing on a diverse range of attributes (experiential, personal and demographic), readers are engaged to learn practical strategies in becoming more inclusive, innovative and constructive leaders.

"Outstanding insight into how to effectively embrace diversity... a roadmap for creating better organisations, better companies and a better society."

– Rhys Williams, 2015 Young West Australian of the Year

"Includes practical tools, checklists and activities for both the aspiring and experienced director."

– Angie Paskevicius, CEO, Holyoake

"If you seriously want to make a difference – you must read Difference Makers."

– David Koutsoukis, founder of the Exceptional Teams Academy

"I recommend this book to all those who believe we deserve better organisations."

– Rabia Siddique, International humanitarian, author and advocate

"A sound rationale highlighting the importance of diversity in achieving good governance... a nuanced and thoughtful resource designed to help meet the challenge."

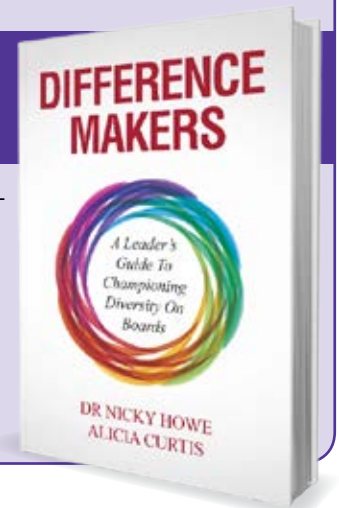
– Professor David Gilchrist, Director, Curtin University

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Published by Major Street Publishing: June 2016. *Difference Makers: A Leader's Guide to Championing Diversity on Boards*, Howe & Curtis



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



Kerrie Lavey - Executive Director, CEO Mentor & Advisor

Kerrie Lavey is a senior executive and board director with extensive experience in Communications, Governance, Reputation and Risk Management. Working within complex, ASX-listed organisations for over 20 years across a diverse range of industries, Kerrie has partnered with CEOs and Boards in issues and crisis management, stakeholder management, brand and organisational change, global M&A transactions (including integration), turnarounds, marketing and digital strategy.

This experience is complemented with a global outlook derived from working across multiple continents, the latest executive thinking from Harvard Business School coupled with a strategic outlook.

Kerrie supports the CEO Advisory Services arm of Director Institute.

Switzer Super Report

Advice you can trust



We are pleased to announce our new partnership with Peter Switzer, one of Australia's leading business and financial commentators, who will be contributing to our Board Alert on a regular basis. As part of our partnership, we will also be offering a complimentary 90-day subscription to the Switzer Report for all new Director Institute Members from August 2016.

What Muhammad Ali and other business legends taught me.

With Wall Street and its famous market indexes flirting with all-time highs, the likes of the Dow Jones index and the S&P 500, which contain some of the all-time champion businesses and executives of the world, such as Apple, IBM, GE, etc., it's timely to think about what real life sporting champions can teach anyone who wants to achieve something great in the boardroom or otherwise.

It's especially relevant in the wake of the recent passing of Muhammad Ali earlier this year. When I was young and stupid, I often pondered the value of having sporting legends at business conferences. Don't get me wrong, I'm a sports freak but I wondered what rugby greats like John Eales knew about the biggest killer of successful businesses — a cash flow crisis.

Knowing John and how smart he is, he probably has a great handle on the subject but the reality is that it was me who didn't have a great handle on business success. But please remember, this was when I was young and stupid.

Since then, I've had the benefit of time and the good fortune to hang out with and interview everyone from the likes of John Eales to Richard Branson to GE's Jack Welch to Gai Waterhouse to Bob Hawke.

To this list I can add Gerry Harvey, Mark Bouris, John Symond, Gloria Jean's Nabi Saleh, Boost's Janis Allis, Harris Farm Market's Cathy Harris, Edward de Bono and so on.

Now that's a range of different high achievers, but they all had the critical ingredients of success — a big goal, commitment and focus to making it happen, great people around them, a determination to work hard in their strength zone to become exceptional and enormous self-belief.

There's one more characteristic of winners that Muhammad Ali taught me but I'll get to that in a moment.

They're all great leaders in one way or another and that quality came from them being hugely committed to self-improvement. In making themselves high achievers via hard and smart work, they became exceptional, and great followers are drawn to these sorts of winners like a barbeque sausage lures a Labrador!

Whenever the greats of business are given an award or are singled out for accolades, they always thank the great people they work with, but that's not a nice throwaway line to keep the good vibes up in their business. No, it's recognising how they, themselves, haven't only attracted great people, but have developed them.

When Jack Welch led GE, the top people he had under him went on to lead some of the great businesses in the US. And Jack explained to me when he was in Sydney some years back that he used to sack 10% of his workforce each year!

He figured the bottom 10%, who pretty well knew who they were from regular employee reviews, weren't happy at GE and were going nowhere. Jack thought he was doing them a favour and his business a favour by



letting them go. He insists that he has received many letters of thanks from ex-employees, who needed the push to make them go to somewhere they would be in the top 10% rather than the bottom 10%.

A few years back when my wife and I were drawing up our goals for our business, I stumbled on one of my favourite pieces of advice and it came from none other than Muhammad Ali.

He once told us: "It's the repetition of affirmations that leads to self-belief and when that belief becomes a deep conviction, things begin to happen!"

You don't have to be a boxing fan to know Ali's affirmation was "I am the greatest!"

He said this when he wasn't the greatest, but there's a lot of boxing experts who would say he actually did become exactly that.

That argument aside, he has articulated, probably like no other athlete, what explains his success — a deep conviction can power you to a lot of success. Like great athletes, you won't win all the time with a deep conviction, (unlike Black Caviar!), but you'll know the winners circle.

Great business people know the importance of cash flow but they operate in their strength zone and get really good people to make sure there's no cash crisis in their business life.

The successful business builder or director, like the great athlete, is 24/7 on his or her goal and what has to be done to make it happen. If they are half-hearted, they will be 'also runs' in business and sport. It could also determine a lot about their life as well.

The great US tennis player Chris Evert reportedly once said: "There were times when I wanted to win so badly, I could actually will it to happen. I think most of my career was based on desire."

I think there is a powerful link between Ali's "deep conviction" and Chrissie's "desire" and it's what we all have to work on to get what we want.

If it's success in business, sport, relationships or bringing up a great family, it gets down to the characteristics of winners — a big goal, commitment and focus to making it happen, great people around you, a determination to work hard in your strength zone to become exceptional and enormous self-belief.

As my old mate Tim Shaw once made famous — but wait there's more! Add deep conviction and a deep down desire and I bet you, things will begin to happen!

P.S. I mentioned John Eales earlier in this story and the moment in our lives I will never forget was when he took the final penalty kick at the end of a Bledisloe Cup game against the Kiwis in 2000.

As captain, he stepped up and replaced the usual kicker, who was off the field, to take what looked like a very hard, pressure kick. That was deep conviction leadership that was unforgettable.

You can see that moment [here](#) and I loved his memory of that kick.

He said "I had taken that kick 100 times before in the backyard to win a test for Australia."

Practice deep conviction and desire and you just might create a picture perfect outcome.



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THOUGHT LEADERSHIP

What this new tech start-up did to get noticed by investors



By Catriona Pollard, author of *From Unknown To Expert* and Director of CP Communications

The one inevitable fact about all start-ups is that in order to grow they need capital and unless you're lucky enough to be self-funded, that capital must come from investors. However, getting the attention firstly, and then the backing of investors when you're unknown is not easy.

This was the case for new office space search engine start-up JAGONAL. The founders had all the technical and business skills, but on launching JAGONAL to the market they needed to attract the attention of investors to help them continue to grow the business.

The JAGONAL team had previously tried some outdoor advertising while in beta with limited reach. So when it came time to fully launch the start-up the founders realised that PR was what they needed to create impact.

CP Communications created a clever PR strategy for JAGONAL that not only informed the market of what JAGONAL had to offer, it also showcased its investment potential. The media strategy involved targeting publications that were widely read by investors as well as the commercial property industry.

And it worked. Media stories for JAGONAL rolled in and investors soon started calling with interest – to a level that exceeded the expectations of the founders.

Learn from the PR strategy CP Communications developed for JAGONAL to get your start-up on the radar of potential investors.

A LAUNCH MEDIA RELEASE THAT PACKED A PUNCH

As is often the case, we knew that the news of JAGONAL's launch would likely not be enough to capture the attention of journalists hungry for a good scoop. So we had to add in a newsworthy hook that would add some more interest to the news.

While we used several hooks, the central hook was the team that founded JAGONAL used to work for the dominant player in the industry – REA Group. This was interesting to the media because not only was the idea new, it involved some industry drama.

INTERESTING NEWS ANGLES TO ADD LAYERS TO THE STORY

In order to spread the news across different segments of media, it was necessary to ensure different angles were used to tailor the launch story to different industries. For instance, to make the story interesting for HR media we created an angle around how to improve your office to give your business an edge in the war for talent.

Likewise, for different industry segments that would be interested in JAGONAL's launch, we created tailored media angles to suit.



A CLEAR MESSAGE

If your goal is to attract potential investors then you need to make sure your messages speak clearly to them. For JAGONAL, the founders really wanted to highlight the growth they had achieved so far, the potential for further growth, next stage plans and also the fact the next round of capital raising was about to commence. These details were all cleverly woven into the launch media release and there was a focus on targeting media that investors read.

GOOD IMAGERY HELPS

It's a simple fact – stories with images get read more. By making sure there were great images on hand to make the story more interesting, helped to get the JAGONAL story seen by more readers, shared more on social media and get more traction.

The more that you can give a journalist a complete story, including images and interviews with experts, the easier it is to secure fantastic, positive media coverage for your start-up.

THE END RESULT

The end result for JAGONAL was exceptional – loads of powerful positive media stories in print, online, podcasts and TV that investors and potential customers read, an explosion of traffic to the website and the phone ringing with interested investors.

Being part of a start-up can be incredibly exciting and rewarding and if it all comes together and you attract great investment opportunities that help you grow, well that's the Holy Grail. But for this to happen you need to spread the word about your start-up and its potential and the most powerful way of doing that is with PR.



About the Author

Catriona Pollard is the author of *From Unknown To Expert*, a step by step framework designed to help entrepreneurs develop effective PR and social media strategies to become recognised as influencers in their field. www.unknowntoexpert.com

Catriona is also the director of CP Communications, which merges traditional PR tactics with cutting-edge social media strategies that engage consumers as well as business. www.cpccommunications.com.au

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BUSINESS PROFILE



Adrian Marafioti is the Managing Director and co-founder of Charlie Chatter, a Sports and Entertainment TV Chat Application that enables users to broadcast their TV Chat messages straight to their TV, so they don't miss a second of the action!

Having set the platform for an exciting growth phase for Charlie Chatter, we recently spoke with Adrian about the application, and their plans for the organisation.

Adrian, can you tell me about Charlie Chatter?

Charlie Chatter is a Sports and Entertainment TV chat application that brings your TV chatter to life.

When you're watching your favourite shows and chatting with your friends, Charlie Chatter allows your messages to instantly pop up on your TV screen, without interrupting the show so you can keep up with the conversation & never miss a second of the action!

Is there anything like it available in the market?

No there isn't. We know that social media and TV go hand in hand. We do currently see examples of social media being integrated within TV programming – such as Q&A and Fox Football, where a producer will select and moderate a stream of tweets to appear along the bottom of the screen throughout the program.

We also know that with the proliferation of connected devices & the explosion of Social Media, TV viewing habits have changed as viewers now use second screens to deepen their engagement while watching their favourite shows

In fact, watching TV has become a real time social event, creating real time conversations about the show they're watching with Sport & Entertainment being amongst the top five genres for second screen activity.

Charlie Chatter is an extension of this, however what makes us different is that we give the user ultimate control. When using the Charlie Chatter app the user can set up their TV groups, invite their friends to watch a show, and have their own TV chat messages pop up on their TV screen, creating a fun TV watching experience.

Can you provide an example of when this might be used?

Charlie Chatter is perfect for the sports fan. For example, you and your mates can all be at home watching a Liverpool game where you're having a group chat about the live action. With Charlie Chatter, your chat messages can automatically pop up in the bottom of your TV screen so you can keep up with the conversation and never miss a second of the action.

What was the impetus to start Charlie Chatter?

Actually, the business came about as a result of me doing exactly what I just described in the previous example. Being a passionate sports fan myself, my friends and I were always texting about the sports game we'd be watching and on one occasion, my partner asked me if I was doing 'TV talk' again? And that was where the idea was born.

With some research we realised that a product like this would further deepen the engagement when watching live TV and that all the trends in the market indicate that this is the evolution of social chat & TV within the home.

So with that, we embarked on our vision to create a fun, immersive and engaging experience for people in their homes when they are watching and chatting about their favourite TV shows with their friends.

How do you monetise the technology?

We have a number of licensable assets we can use with Charlie Chatter, both from a B2C & a B2B perspective The 2 main ways we can monetise the B to C product are:

1. Charging a consumer App fee

The B2C product will ultimately deliver the "full" Charlie Chatter experience for the user. The roadmap includes features like a TV planner enabling the user to plan TV events with friends. There's a Group+ function which enables Charlie Chatter to suggest other 'like-minded' users from anywhere in the world, who can be invited to chat with you during your programming. Using the Liverpool example, Group+ will identify other Charlie Chatter users with a public profile setting that are also Liverpool fans, who you can choose to invite into your chat group while you're watching the live game. Another element of Group+ will be "player chat" delivered through our alliance partnerships. This is where the user can get exclusive access with a player joining their chat group. Voice to text is another feature where the user can "talk" to their SMART PHONE to send their message, meaning they never have to take their eyes off TV screen!

2. Advertising and promotion

Our intention is not to have the user's TV screen full of ads, but to utilise a small



space in the actual message that comes up on the TV screen for "targeted" advertising and promotion, linking content such as tailored Google Ads via a click per view scenario.

From a B to B perspective, we have the ability to white label the Charlie Chatter code using a software licensing model for integration with third party applications as a "feature" or an "extension" of their current offering

Staying with the sports theme, our technology would enable sporting bodies with applications to better engage with their fans and consumers, drive live TV viewing, and provide additional benefit to existing advertising and promotional partners.

What are your plans for the organisation?

Needing to consider all current and future TV watching scenario's, our aim is to have the Charlie Chatter technology available on every TV globally.

We have developed a MVP (Minimum Viable Product) using Android for the Smart Phone app and Samsung Tizen Smart TV for the TV app.

Using our MVP's and gathering direct feedback from our users along the way, our aim is to continue to develop and roll out the "full" B2C product in the short term and at the same time target specific local and global platforms that deliver scale for our B2B offering.

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

The other co-founder of Charlie Chatter is the Marketing Director. As such, we are now looking to bring a Technology Director into the business to help drive the technical development of both b2b and b2c solutions, ensuring we're developing our product in the most cost effective and timely manner. We also want the Technology Director to have input into the future roadmap of the product and provide support with the integration into our partner's applications.

In addition, we will also be looking for a highly strategic Commercial Director with great local and international contacts within the TV Manufacturer, sporting, social media or broadcasting space, who can help secure the local and global platforms and partners we are targeting for Charlie Chatter integration.

As an early stage organisation what have been some of the biggest challenges you've faced?

As a start-up there have been many little speed humps along the way. I've been working full time on Charlie Chatter for over 12 months now and having self funded the business to date, the key has been learning to manage my expectations around speed to market as well as ensuring I am spending "smart money." As a new father also, balancing all that comes with parenthood whilst continuing to move the business forward every day has thrown up its challenges.

What advice would you offer others starting out on their organisational journey?

1. Manage your expectations.

I'd probably advise entrepreneurs to double the time and cost expectations they initially have. As there are so many unknowns, taking this approach will help determine a more realistic strategy and in turn increase your chances of success.

2. Stay open to the process.

I think it's important to stay open to the process without being wedded to a particular scenario, because you never know what you will discover.

We found ourselves going down many different paths and what we learned is although we've adopted different ways to achieve the outcome, we always ended up at the core of our idea.

Allowing the process to happen this way has meant the business has grown organically and we are really confident about the product we are developing.

3. Resilience

Finally, one of the biggest attributes I believe an entrepreneur needs to have when starting a business is resilience. Sadly, it's why a lot of start-ups fail because without resilience it's easy to succumb to life's pressures and just give up. That's easier said than done though!

For more information about Charlie Chatter please contact [Kylie Hammond](#) via the Director Institute Jobs Board. Ref: [CharlieDI](#)

About Adrian Marafioti

Adrian Marafioti is the Managing Director & Co-Founder of Charlie Chatter, a fresh & exciting technology start-up. Having taken an original idea from concept stage to investor ready, Adrian see's Charlie Chatter as the Evolution for Social Chat & TV in the home.



With 20+ years of commercial experience across multiple industries in both SME & market leading Multi National Organizations such as Vodafone, Cisco & Samsung, Adrian is a growth specialist delivering outcomes through people, product & process in any competitive environment.



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Amal Clooney, Human Rights Lawyer, Doughty Street Chamber
Alan Joyce, CEO & Managing Director, Qantas Airways
Carol Schwartz AM, Director, Stockland & Bank of Melbourne
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BUSINESS PROFILE



TARA HILL CAPITAL

A PLACE OF GREAT PROSPECT



Stuart Keighran is the Managing Director of Tara Hill Capital, an independent Sydney based boutique corporate advisor with a broad range of capabilities and relationships. The organisation has strong links to a group with offices in New York and Santiago, Chile.

[Investors](#)
[Advisory Board Members](#)
[Non-Executive Directors](#)

[Stuart, what was the genesis of Tara Hill Capital?](#)

Tara Hill Capital was established in early 2015 following many years working for a number of advisory groups, and both domestic and global financial institutions.

At the time that we established the organisation, we had identified that there was a lack of independent providers and thinkers in the investment industry, specifically in advisory and investment management. Many of the larger providers of investment research, asset management, consulting and advisory in our view either lack innovation, don't deliver on expectations, have legacy issues or material conflicts of interest, all to the detriment of the client.

Tara Hill Capital was founded to solve these issues.

[What are the key founding principles of the group?](#)

Over the course of my career working within organisations and researching and investing in other organisations I have developed very clear principals around what defines truly great companies. As Managing Director, these principals are what will guide and shape the business now and into the future. What I have observed is that truly great companies irrespective of the industry

they are in, all tend to have a number of consistent overarching principals that define them. These are; having the utmost integrity, trust, loyalty, investment acumen, thorough and diligent, strive for superior knowledge and are totally aligned to client (customer) interests.

The above tend to be the traits and defining characteristics of the few groups and individuals that prosper through time and over multiple market cycles, generating success for those totally aligned. Our goal with Tara Hill Capital is to be respected amongst our peers for these defining features.

Many industries are littered with stories and events where the client relationship has been compromised whether through perhaps greed, incompetence, self-interest, lack of oversight or any corporate governance. Few industries can claim to be exceptions. Ultimately, trust is totally compromised to the detriment of the client and potentially the industry they represent. The fallout can at times have widespread ramifications and be long lasting.

[Who are your clients?](#)

Our clients come from a diverse background and are all striving for the same overarching objective, to be successful - whether that be financial, at helping others, being socially and environmentally responsible or otherwise.

We aim to help a range of industry participants from entrepreneurs to wholesale investors, family offices, corporates, schools, universities and non for profits problem solve for business issues, and source and raise capital.



We prefer to be engaged on the basis of a modest retainer with a success kicker linked to client outcomes. That way both parties have an alignment of interest and engagement.

What are your unique defining features?

Tara Hill Capital established as a boutique advisory group has achieved quite a lot.

Our business is aligned to a similar boutique group (not of the same name) with offices in New York and Latin America, which enables us to identify opportunities and access overseas markets for our clients. Our unique combination of expertise and experience across markets means we can provide integrated cross border solutions and opportunities.

These are some of our recent/current engagements:

- We are able to work with local fund managers to market their products offshore and likewise we are able to market and distribute offshore manager products locally. In this regard, we are currently working with a number of investment managers in a range of asset classes including but not limited to equities, global private equity, debt and real estate.
- Advising a medical distributor which has recently secured the exclusive distribution rights from a European manufacturer to bring their innovative products to Australia.
- Working with a number of early stage businesses seeking advice on how to get to market, grow their operations and raise capital.
- Assisting a number of local and offshore investment and real estate groups with their development pipeline, capital raising program and fund structure.

We will only partner with businesses of high standard.

Our group have developed a unique research database providing clients with in-depth insights into the strategic thinking and research pieces of many of the leading financial markets, individuals and organisations across the globe. The research database covers most asset classes and industries.

We have deep knowledge and experience in a broad range of segments including; the capital markets (equity and debt), listed and unlisted real estate and infrastructure, private equity, healthcare and several other industries.

What are the potential services you could offer?

Our experience and potential services include:

Advisory

Market Research, Strategic Advice, Corporate Governance Oversight, Trading, Ethical Investing, Manager Selection and Research, Fund Advisory, Valuation, Investment and Advisory Committee Representation.

Capital Solutions

Capital Raising, Brokerage, M&A support, Debt and Equity Raising, Corporate Strategy, and Primary and Secondary Transaction Management.

Private Equity or Private Markets

Buy or Sell Mandates, Funding Solutions, Portfolio Strategy, Investment and Asset Management.

Solutions Packaging

Asset Allocation, Portfolio Structuring and Advice, Portfolio Analysis

Asset Management

Prudent Management of Listed and Unlisted Funds, Investment Clubs and Syndicates.

We also have an investment research area that provides insights into the latest market trends and pricing.

What are you aiming to achieve in the next 12 months?

We are looking to build on our networks and deepen our revenue base. Currently we are only reaching a small segment of the potential market. Across our platform here in Australia, the US and Latin America we have a deep range of opportunities and projects, the challenge for us is to focus on that work flow and look to build upon our revenue streams.

What value-added skills and capabilities are you hoping to bring to the business?

Ideally we are looking to build upon our income streams by working with a discrete client base that values an independent group with no conflicts of interest and will remain steadfast to its founding principles.

Potentially with the right business partners and other relationships we would aim to build up our resources and distribution channels. We also wish to create an investment and advisory committee that will provide market insight, support and direction.

Ideally we are looking for multi-skilled individuals or groups that can add firepower to the business and are willing and prepared to abide by our founding principles. In particular, we seek genuine expressions of interest in the areas of:

- Finance and investment specialists
- Rainmaker/marketing (business generator!)
- researchers with appropriate industry skills,
- one or more senior executives with financial services background that can open opportunities.
- Independent group/s or a family office looking to collaborate with a business with unwavering principles.

If you would like to find out more about this opportunity please contact Kylie Hammond for a confidential discussion. Ref: TARADI



EXCLUSIVE OPPORTUNITY

hEAd ON

Head On Foundation Advisory Board
Board Member (3) | NSW | Arts | Unpaid

Head On Foundation is looking for new faces - vibrant people who love photography - to regenerate its advisory board. Board members will meet 6 times a year and will be involved in advising on both the long and short strategic planning of the organisation and be involved in assisting the director to achieve these plans.

Members are expected to attend meetings and draw on their experience and networks to create a sustainable structure and direction of the organisation.

About Organisation:

The Head On Foundation (Head On) believes that all photo-artists need a fair chance to show their work. This is why work submitted to the festival is judged without the artists' names or pedigrees so the proposals stand on their merit. Head On has earned a reputation of operating with integrity and providing all photo-artists invaluable opportunities to exhibit in Sydney and internationally.

Head On Foundation (est. 2008) is a non-profit organisation dedicated to promoting the work of photo artists at all stages of career, encouraging excellence and innovation, making photography accessible to all and raising awareness of important issues through photography.

The main activities of the Foundation are Head On Photo Festival and Head On Awards (Portrait, Landscape, Mobile and Student photographic prizes) and collaborative projects.

Since its inception the organisation has exhibited the work of over 5000 photographers in over 200 venues across Sydney and beyond, and receives wide media coverage for its activities.

Head On Photo Festival is a bridge between Australian and international photographic markets exhibiting the work of established and emerging photo-artists from around the world. The festival has toured in America, China, India, Europe and New Zealand. This has introduced the international photographic elite to the wealth of photographic talent Australia possesses.



Head On is proudly inclusive. We work with people from indigenous backgrounds, young people, older people, disabled people and people of diverse cultural backgrounds. Over the years, Head On Photo Festival has put \$500,000 in cash and products back into the industry through the Head On Awards.

Why Head On Photo Festival? Because every picture has a story to tell.

Skills Sought

- Accounting & Finance
- Sponsorship & Fundraising
- Business Development – Commercial Integration with Partners
- Experience with Grants process and contacts with relevant Government bodies
- Marketing and communications; preferably experienced in media and creative industries

Selection Criteria

Relevant experience and willingness to contribute to a vibrant, dynamic young arts organisation.

Apply via the Director Institute Members Job Board or send your CV or covering letter to info@directorinstitute.com.au.



SUMMARY OF EXTERNAL OPPORTUNITIES

COMPANY	OPPORTUNITY	CLOSING	PAGE
Interchange Victoria	Director VIC Disability Services Voluntary	12 AUG	32
Mulgowie Farming Company Pty Ltd	Board Chair QLD Primary Industry Paid	12 AUG	32
NRM SOUTH	Board Member (3 NEDS) Tasmania Primary Industry Paid	19 AUG	33
Responsible Gambling Fund	Trustee NSW State Government Paid	19 AUG	33
ABC and SBS Boards	Chairperson & Multiple NED positions Media Paid	19 AUG	34
Royal Australian College of General Practitioners	Councilor (Board Director) Victoria Paid	11 AUG	35
Rural Doctors Workforce Agency (RDWA)	Board Member South Australia Paid	17 AUG	35
Consumers of Mental Health WA	Board Member Western Australia Voluntary	10 AUG	36
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BDCU Alliance Bank	Board Members NSW Paid	18 AUG	37
UniMutual Ltd	Independent Non-Executive Director National Paid	26 AUG	38
ASpire Learning	Board Member VIC Education Voluntary	15 AUG	38
Scheduled Medicines Expert Committee	Committee Member Federal Government Health Paid	22AUG	39
Evergreen Life Care Limited	Board Member NSW Aged Care Unpaid	31 AUG	39
South Coast Natural Resource Management	Non-Executive Director Regional WA Agriculture Paid	15 AUG	39
Family Planning NSW	Board Director & Chair of the Finance Committee NSW Unpaid		
Windsor Recruitment	Honorary Board Directors (3) QLD Private Professional Services Company Paid	22 AUG	40
Pony Club Australia Ltd- Audit Committee	Committee Member National Unpaid	12 AUG	40
Stepping Out Housing Program	Board Member NSW Community Services Unpaid	31 AUG	41
Blacktown Mount Druitt Hospital Foundation	Board Members (2) NSW Unpaid	24 AUG	42
Alternative Technology Association	Board Members (3) National Unpaid	2 SEP	42
Unity Housing	Board Members (3) South Australia Paid	31 AUG	43
The HEARing CRC	Independent Non-Executive Director Syd or Melb Paid	29 AUG	43
Northside Community Forum Inc.	Board Member NSW Unpaid	19 AUG	44
CUFA Australia	Board Member NSW Unpaid		44
South West TAFE	Board Member Victoria State Government Paid	12 AUG	45
Assisi Aid Projects	Committee Members (3) Victoria Unpaid	31 AUG	45
Fremantle Community Financial Services Ltd	Non-Executive Directors Banking WA Unpaid	20 AUG	46
RecFish SA	Chair SA Unpaid	31 AUG	46
Harness Racing NSW	Board Member NSW Sport Paid	2 SEP	46



EXTERNAL OPPORTUNITIES

Please ensure you are logged into the Members area of the Jobs Board before you click through to view jobs.

Interchange Victoria

Director | VIC | Disability Services | Voluntary



Interchange was established in 1980 and supports its network of member agencies to provide family support and social opportunities for children and young people with a disability.

Interchange currently employs one full-time Executive Officer and one part-time Administration Officer. Additional part-time and volunteer positions are filled as required.

Board members are expected to be available for six meetings a year. The time commitment over the course of year is estimated to be about 20 hours.

A comprehensive orientation to the disability/ NFP sector will be provided, if needed.

All applicants should possess relevant board or committee skills and experience and recognise the values of Interchange that include Integrity, Social Justice, Quality, Respect and Sustainability.

An interview and two professional references will be required prior to final selection.

Visit the [Director Institute Members Job Board](#) for application information.

Expressions of Interest close 12th August 2016.

Mulgowie Farming Company Pty Ltd

Board Chair | QLD | Primary Industry | Paid



Mulgowie is currently governed by a board comprised of the CEO and the two shareholders (who are also directors of the company). Two independent non-executive board advisors have also assisted the board since its formative stages.

The board is seeking to appoint an independent, non-executive director as Chairperson as part of the evolution of the board, and to assist and guide the company in its next stage of growth.

The successful candidate will possess board level capabilities in strategic thinking, governance, monitoring financial and non-financial performance, and working effectively with varied stakeholders.

Mulgowie Farming Company Pty Ltd (Mulgowie) is an industry leading, Australian-owned and operated family company, producing fresh farm produce which is available throughout Australia and globally via a network of long-established wholesale and retail partners.

With its head office in Mulgowie (South-East Queensland), the company also operates farms at Bowen (North Queensland), Boisdale (Gippsland) and Glen Innes (Northern NSW).

Mulgowie is seeking a Chairperson based in South-East Queensland, although candidates from the Australian eastern seaboard are invited to apply. The Chairperson will be remunerated via a market competitive fixed annual fee.

Visit the [Director Institute Members Job Board](#) for application information.

Applications close 5pm on Friday 12 August 2016.

AUGUST 2016

NRM SOUTH

Board Member (3 NEDS) | Tasmania | Primary Industry | Paid



We are seeking candidates for three vacant Board positions, each for a four-year term. Interested individuals who hold a broad understanding of natural resource management in Tasmania

NRM South is a not-for-profit organisation committed to improving the state of our natural resources in southern Tasmania.

We work with others to enhance the management of farmland, natural ecosystems, diverse flora and fauna, complex river and coastal ecosystems and everything that makes up our unique southern Tasmanian landscape. We do this by sharing knowledge and resources, influencing policy and planning, and through supporting the community in practical, on-ground initiatives.

Interested applicants with experience in one or more of the following areas are invited to apply:

- Governance
- Business, administration, finance, workplace health and safety
- Legal and contractual
- Achievement of NRM outcomes (on-ground, strategic or research)
- Marketing and business development
- Knowledge management/evaluation
- Education/communication
- Working with state and federal governments

Visit the [Director Institute Members Job Board](#) for application information

Applications for this role close on 19th August 2016.

Responsible Gambling Fund

Trustee | NSW | State Government | Paid



Justice

Office of Liquor, Gaming & Racing

Applications are invited from persons of high professional and ethical standing who wish to be considered for appointment as a Trustee of the Responsible Gambling Fund.

The Trustees assess projects, proposals and applications to make recommendations to the Minister on the appropriate allocation of monies for purposes relating to responsible gambling.

Trustees can be appointed for a period of up to four years and a maximum of two terms. The trustees meet approximately four times a year.

Remuneration for the appointment is \$6,000 per annum plus reimbursement of travel expenses. Responsible Gambling Fund Trustees are subject to a privacy and confidentiality deed of non-disclosure and must declare any conflicts of interest. Applicants will be subject to a probity check.

The Fund draws its income from a levy placed on The Star casino's gaming revenue. The Responsible Gambling Fund is administered by Liquor & Gaming NSW, Department of Justice which takes the lead in managing public enquiries in regard to the Fund.

Trustees will be selected from candidates that can demonstrate:

- Strategic thinking
- Stakeholder engagement experience
- Business acumen
- Understanding of state-wide issues and regional differences in NSW
- Experience in the delivery of social services
- Representation of or competency in dealing with culturally-diverse communities in NSW.

For further information about this opportunity please click through to the [Director Institute Members Job Board](#)

Applications Close: 19th August 2016.

ABC and SBS Boards

Chairperson & Multiple NED positions | Media | Paid



Applications are invited for the SBS Chairperson, two non-executive Director positions on the ABC Board and two non-executive Director positions on the SBS Board.

Selection Criteria ABC

1. Candidates must demonstrate substantial experience or knowledge in at least one of the following fields:

- a) The media industry, including broadcasting, digital media and/or digital technologies
- b) Business or financial management
- c) Corporate governance, including managing large and/or complex operations in the private, public or not-for-profit sectors
- d) Cultural industry and/or cultural policy, including its administration.

2. Candidates will possess:

- a) Demonstrated high-level leadership and vision, and the ability to articulate a clear direction for an organisation
- b) A commitment to high standards of governance
- c) High-level judgment
- d) The highest standards of professional and personal integrity
- e) An understanding of the media environment, in particular the ABC, its Charter and its place within the Australian community.



Selection Criteria SBS Board

1. Candidates must demonstrate substantial experience or knowledge in at least one of the following fields:

- a) The media industry, including broadcasting, digital media and/or digital technologies
- b) Business or financial management
- c) Corporate governance, including managing large and/or complex operations in the private, public or not-for-profit sectors
- d) Cultural industry and/or cultural policy, including its administration
- e) Industrial relations, including an understanding of interests of employees.

2. Candidates will possess:

- a) Demonstrated high level leadership and vision, and the ability to articulate a clear direction for an organisation
- b) A commitment to high standards of governance
- c) High-level judgement
- d) The highest standards of professional and personal integrity
- e) An understanding of, or the ability to credibly represent, the communication needs of Australia's multicultural society, including ethnic, Aboriginal and Torres Strait Islander communities; and
- f) An understanding of the media environment, in particular the role of the SBS as a multicultural broadcaster, its Charter and its place within the Australian community.

For further information about application details please click through to the [Director Institute Members Job Board](#)

Applications Close: 19th August 2016.

Royal Australian College of General Practitioners (RACGP)
Councillor (Board Director) | Victoria | Paid



Royal Australian College of General Practitioners

The RACGP is the largest medical college in Australia and has more than 33,000 members who are working as general practitioners (GPs) in both rural and urban practices. There are more than 300 staff employed at the RACGP in every state of Australia who work in the full range of administrative functions primarily relating to education, health and advocacy.

The National Office is located in Melbourne. The RACGP was initially formed in 1958 to support GPs in their medical education and those in practice. It develops the standards of general practice that also form part of the practice accreditation process. The RACGP is seeking to appoint a new Councillor to fulfil the duties and responsibilities of a Director with the organisation.

The RACGP is governed by a Council (Board) that for this particular position requires an additional person to be co-opted under the Constitution. The RACGP Council is made up of the Chairs of the six state-based Faculties and 3 National Faculties, plus two independent Directors.

As a values based organisation, the key responsibilities inherent in such a role are across the following areas;

- Work within the strategic and policy direction of the RACGP
- Work collaboratively with the CEO
- Provide advice to the President, CEO and other Faculty Chairs and actively contribute to working committees and taskforces
- Contribute positively to the future development of the College within the changing landscape of the Health sector and environment in Australia
- Engagement;
- Attend and represent at a number of College related activities and events
- Offer relevant experience and insights for the benefit of the RACGP through Council
- Work closely as required with internal and external stakeholders, government, GPs, Medical schools and various training providers
- This position is a remunerated position based on pre-determined fees for such a role.

To be considered for this position, you will have relevant industry knowledge as it pertains to general practice and be able to contribute and support the agreed organisational values around trust, respect, being appropriately outspoken, be able to foster a culture of open dissent and be able to express clear and frank analyses of issues whilst remaining individually accountable. You will have a sound and demonstrable knowledge of corporate governance principles and have significant previous experience in an appropriate senior executive role or as a Board Director. You will have a demonstrated ability to work with others who have diverse views and can demonstrate strategic and innovative thinking.

Visit the [Director Institute Members Job Board](#) for further information about this role.

Applications close on the 11 August 2016.

Rural Doctors Workforce Agency (RDWA)
Board Member | South Australia | Paid



We are seeking nominations from people with a commitment to the charter, values and principles of the RDWA, and a willingness and capacity to contribute to the principles of sound governance of our organisation.

Board members are appointed for a three-year term, commencing October 2016.

We are a not for profit organisation funded by the State and Commonwealth Departments of Health with a mission to enhance the health and wellbeing of rural communities in South Australia.

Positions for which nominations are sought are:

- Rural Medical Practitioner
- Rural Medical Practitioner who is an International Medical Graduate
- Member with Legal Expertise
- Nursing, Midwifery or Allied Health Professional
- Rural Specialist

Visit the [Director Institute Members Job Board](#) for further information about this opportunity.

Applications close at 5pm on 17th August 2016.



Consumers of Mental Health WA

Board Member | Western Australia | Voluntary



Consumers of Mental Health WA (Inc)

Consumers of Mental Health WA (CoMHWA) seeks to appoint up to two Non-Executive Directors. The role requires attending approximately twelve Board meetings annually plus General Meetings of the Members including AGMs and serving on Board subcommittees as required. Attendance at functions with stakeholders and participation in Board development workshops is also expected. Successful candidates will stand for election at the AGM to be held in late October.

Consumers of Mental Health WA Inc is the peak body representing consumers of mental health services in WA, it is a not-for-profit, consumer organisation run by consumers. Our vision is a world where mental health consumers are self-directed, self-empowered, respected as people and connected to community. Our core purpose is to coordinate, promote and support the consumer voice within mental health services and the wider community. We achieve our aim through advocacy, education and training, peer support and consultation.

The majority of our funding comes from the WA Mental Health Commission (MHC) with increasing amounts coming from other sources. The ACNC classes us as a medium sized charity.

We seek expressions of interest from individuals with skills in any of the areas of governance, HR, fundraising, leadership, strategic planning or an extensive network in the field of mental health recovery will be very highly regarded.

Applicants must be people who identify as having a current or past-lived experience of psychological or emotional issues, distress or problems, irrespective of whether they have a diagnosed mental illness and/or have received treatment, and become an Individual Member of CoMHWA. A National Police Certificate is required of all Board members and for successful applicants the cost of this will be reimbursed by CoMHWA.

The opportunity closes on the 10th August 2016. For further information please click through to the [Director Institute Members Job Board](#).

Ballarat Community Health (BCH)

Board Member | Victoria | Voluntary



Ballarat Community Health (BCH) invites Expressions of Interest from individuals willing to contribute as a Board Director. BCH is governed by a skills-based Board of up to 12 voluntary Directors.

The Board is responsible for the governance of BCH, ensuring the organisation complies with all relevant legislation and operates according to an agreed Constitution adopted by members. The Board has a key role in steering the organisation; particularly with regard to strategy and setting business development goals, financial and risk management, clinical governance, service quality as well as safety and oversight of compliance obligations.

Ballarat Community Health (BCH) strives for high quality, flexible and responsive service delivery and health promotion through a focus on service monitoring, review and evaluation. BCH provides a broad range of services to the community of Ballarat, with outreach services delivered in the Central Highlands region and beyond, with a primary emphasis in all service delivery on health promotion and illness prevention.

Ballarat Community Health (BCH) is a public company limited by guarantee, registered under the Corporations Act 2001 and complies with all relevant legislation including the the Health Records Act 2001, Australian Privacy Principals and the Fair Work Act 2009.

Community Health in Ballarat is provided across four sites including Sebastopol, Lucas, Smythesdale and Wendouree. Outreach services and clinics are also provided at a range of locations throughout the Central Highlands. The primary emphasis in all service delivery is health promotion and illness prevention.

Ballarat Community Health Doctors Clinics are accredited with Australian General Practice Accreditation Limited (AGPAL).

We are seeking interested Board Directors with demonstrated business acumen, who have experience in leadership and/or oversight of significant organisational change management.

Recent or current leadership experience in the health industry, particularly in the areas of clinical governance and finance would be well regarded.

Applications close on the 15th August. For further information please click through to the [Director Institute Members Job Board](#).



Statewide Autistic Services Inc.
Board Member | Victoria | Voluntary



The SASI Director role is a voluntary position, which participates fully in all discussion and decision making as brought to the Board. The Board Member may also participate on sub-committees to develop policy or direction at the discretion of the Board, President and or CEO.

Statewide Autistic Services Inc (SASI) offers teenagers and adults with high needs autism and other complex disabilities the education and support they need to live with dignity, respect and as independently as possible.

The SASI day services, recreational activities, accommodation and children's residential respite have been designed to meet the developmental wants and needs of our clients. SASI constantly monitors each person's progress and provides evidence of this through regular feedback to families and carers.

SASI staff are highly trained, skilled, committed and responsive to individual client and family needs. They have the knowledge to meet the needs of people at the extreme end of the autism spectrum.

SASI has accommodation sites in the southeastern suburbs of Melbourne, with day services in Gippsland, Croydon and Seaford. Our head office is located in Frankston.

Applications for this role will close on the 15th August.

Please [click here](#) for further information about the opportunity.

BDCU Alliance Bank
Board Members | NSW | Paid



The BDCU Board of Directors is seeking expressions of interest from Community members for the position of Associate.

BDCU is a mutual financial institution that has been servicing the banking needs of the Southern Highlands and Tablelands for over 50 years.

BDCU Limited is 100% member-owned, with a singular focus on our members as both customer and owner and a strong belief in social responsibility.

Our strategic alliance with Bendigo and Adelaide Bank through the BDCU Alliance Bank brand, means BDCU provides a range of financial products and services on behalf of Bendigo Bank and are an authorised credit representative of Bendigo Bank.

BDCU also offers products through other third parties as outlined in our Financial Services Guide.

This position is one that participates in Board discussions at Board and Board Committee meetings and contributes to the board considerations, process and overall governance. We seek Individuals with experience in a social enterprise, IoT technology or local business support mechanisms.

In the first instance interested individuals should send through a CV and a letter of intent about their interest in the role. Subsequently applicants may be asked to complete a self-assessment questionnaire and to attend an interview. For the successful applicant(s), the initial term of appointment to the Associate position will be 12 months.

For more information about this opportunity please visit the [Director Institute Members Job Board](#).

Applications close on the 18th August 2016.



UniMutual Ltd

Independent Non-Executive Director | National | Paid



Unimutual Limited seeks to appoint an independent non-executive director. Currently there are 6 Member directors appointed from Member Institutions from the education sector.

The role is vacant due to a retirement and the Board seeks to fill the position with an independent non-executive director with expertise and/or skills in communication and marketing. The position will provide leadership to the Board to assist develop and implement strategies to raise Unimutual's profile and the achievement of the Company's objectives through a comprehensive strategic communications and marketing function.

The role requires attending four board meetings and serving on at least one board committee per year. The board meetings are either one-day in duration held on a Sunday or of two day duration held on a Sunday and Monday. Some interstate travel and one overseas trip to NZ is required. In addition it may be necessary to take part in additional conference calls for management/financial reporting and general compliance issues as required.

Unimutual Limited is a public company limited by guarantee and governed by a Board of Directors.

Unimutual is a discretionary mutual, operating on not-for-profit principles that were formed to offer higher education and research institutions a cost-effective alternative to insurance. Unimutual is owned and controlled by its Members for the benefit and interests of Members. At balance date on 31 October 2015, Unimutual had a total of 53 Members, 27 of whom are Australian Universities. In 2015 protection revenue was nearly \$40m, generating a surplus of \$3m and accumulation of free reserves (Members' funds) to in excess of \$12m.

For more information about how to apply for this position please visit the [Director Institute Members Job Board](#).

Applications close on 26th August 2016.

ASpire Learning

Board Member | VIC | Education | Voluntary



We seek expressions of interest from prospective Directors who demonstrate knowledge, skills and experience in one or more areas of Board governance. Specific experience in IT, e-marketing, digital social media and legal will be highly regarded as will an understanding of the vocational education market.

The position is undertaken on a voluntary basis. Out of pocket expenses and disbursements may be reimbursed. Directors are also encouraged to participate in ongoing professional development with reimbursement of some expenditure made.

Aspire Learning Resources is a not-for-profit organisation that began in 1991, and now specialises in developing and publishing competency-based training and assessment resources for the vocational education (VET) market.

The Aspire Foundation facilitates access to vocational education and training opportunities for disadvantaged people and communities.

Aspire's Board, currently comprising seven members, provide a broad range of skills ranging from strategic planning, finance, vocational education and publishing. Board members are responsible for setting the strategic direction and strategic plan for the organisation and overseeing the implementation and achievement of the plan.

The organisation is managed by a small, high quality management team with leadership provided by an Executive Director.

We seek expressions of interest from prospective Directors who demonstrate knowledge, skills and experience in one or more areas of Board governance.

Specific experience in IT, e-marketing, digital social media and legal will be highly regarded as will an understanding of the vocational education market.

Directors will be elected for an initial three year term and are required to attend five meetings per year (2-3 hours in length) as well as participate in a one day strategic planning session each year.

Visit the [Director Institute Members Job Board](#) for further information about this opportunity. Applications close on the 15th August 2016.

Scheduled Medicines Expert Committee

Committee Member | Federal Government | Health | Paid



HPRA seeks expressions of interest from suitably qualified and experienced persons to be appointed to a Scheduled Medicines Expert Committee (the Expert Committee).

The role of the Expert Committee is to advise the National Boards on policy related to the use of scheduled medicines, including matters relevant to National Boards developing submissions for endorsements for scheduled medicines for consideration by the Australian Health Workforce Ministerial Council. Appointments are for a period of up to three years and are expected to commence in late September 2016.

The Australian Health Practitioner Regulation Agency (AHPRA) and 14 health profession boards (National Boards) work together to deliver the National Registration and Accreditation scheme.

Expert Committee membership should, as a whole, comprise the following skills:

- Demonstrated expertise in applying medicines and poisons legislation
- Expertise in the Quality Use of Medicines
- Demonstrated expertise in the use and monitoring of scheduled medicines in the clinical setting
- Experience in the supply and administration of scheduled medicines
- Ability to undertake risk assessments to ensure public safety
- Ability to balance the risks and benefits associated with the use of scheduled medicines
- Expertise in clinical care provision in the profession to which the proposal relates

Expert Committee membership should, as a whole, comprise the following attributes and knowledge:

- Understanding of the competencies underpinning the act of prescribing (NPS MedicineWise)
- Expertise in jurisdictional processes
- Expertise in workforce reform
- Expertise in education relating to the therapeutic use of scheduled medicines
- Expertise in development of standards, guidelines and protocols to support practice change
- Expertise in quality and safety in healthcare
- Expertise in the education of the profession to which the proposal relates

For more information about this opportunity please visit the [Director Institute Members Job Board](#).

Applications close on the 22nd August 2016.

Evergreen Life Care Limited

Board Member | NSW | Aged Care | Unpaid



We are seeking applications for a board member to join our volunteer board. We are a not for profit aged care facility and retirement village located in the Gosford Local Government Area.

Applicants should have Directorship expertise in Aged Care, Accounting, Finance, H.R & Quality, Business Administration, Legal, Community Administration and Public Administration.

Duties may include attending bi-monthly Board Meetings and you may be required to participate in Committee Meetings, Monthly Finance and Risk meetings, Planning Committees, plus Remuneration & Other Ad Hoc Committees

Applications close on the 31st August 2016. For more information about this opportunity please visit the [Director Institute Members Job Board](#).

South Coast Natural Resource Management

Non-Executive Director | Regional WA | Agriculture | Paid



South Coast Natural Resource Management is seeking up to two experienced directors to join a professional Board of Management that oversees and strategically manages the organisation.

South Coast NRM is an incorporated, community focused organisation that manages natural resources across the South Coast of WA. In the past decade, we have acquired more than \$100M to improve the environment through preserving and protecting unique plants and animals, managing agricultural land and waterways sustainably and economically, and sharing knowledge and skills in natural resource management.

Visit the [Director Institute Members Job Board](#) for more information about this opportunity.

Applications close on the 15th August 2016.

AUGUST 2016

Family Planning NSW

Board Director & Chair of the Finance Committee | NSW | Unpaid



Family Planning NSW provides specialised services and programs and advocates to promote the reproductive and sexual health rights of all people.

Seeing more than 28,000 clients and training over 1200 professionals annually, Family Planning NSW is an independent, not for profit organisation, responsible to a voluntary board of directors, and funded by government grants, Medicare, and community support via donations and product sales.

Family Planning NSW is currently experiencing a period of expansion including the establishment of an innovative social enterprise, extending its operations to a range of alternate service types and locations, and internationally working with disadvantaged communities in the Asia Pacific region.

Specifically you will:

- Chair the Finance and Audit Committee (FAC)
- With the FAC, manage the process for appointing a new auditor
- Oversee the organisation's accounting policies, financial reports to the board, annual budget submission and implementation, adherence to financial policies and procedures and management of risk systems
- Lead the board in ensuring compliance with financial reporting requirements

We are seeking an experienced treasurer, non-executive director or member of an audit and finance committee, preferably with health, not for profit and/or commercial experience, and CPA qualified (or equivalent).

For more information about this opportunity please visit the [Director Institute Members Job Board](#).

No specific closing date for this position as this will stay open until the suitable applicant is found.

Windsor Recruitment

Honorary Board Directors (3) | QLD
Private Professional Services Company | Paid



Three experienced Directors are required to commit their energy, specific skills and contemporary thinking to the commercial business activities of a revered profit for purpose organisation.

Known over decades for providing top value services, training and products to the wider community, this non-profit organisation has been developed on the strength of its expertise, reliability and the excellence of its service.

A well-respected 'iconic' brand with a long history of significant service and community contribution to Australia, this organisation currently faces unprecedented change.

But with a weighty volume of strong visionary work already completed – at both managerial and Board level – it is well placed to take all turnarounds in its stride. This is an organisation that is poised for continued progress and success.

These prestigious Directorships are honorary positions for which selection will begin immediately.

We seek applications from individuals with experience as a Director or Chair.

Successful applicants would be required to attend regular Board & Committee meetings in Brisbane.

Special expertise gained through wide-scale modern merchandising would be useful, and/or an understanding of the current state of government funding would be of benefit to these roles.

For more information please visit the [Director Institute Members Job Board](#).

Opportunity closes on the 22nd August 2016.



Pony Club Australia Ltd- Audit Committee
Committee Member | National | Unpaid



PONY CLUB AUSTRALIA

Pony Club Australia Ltd is currently seeking a CPA/CA accredited Accountant to join the newly formed Audit and Risk Committee. The Audit and Risk Committee is a subcommittee of the PCA Board. The primary role of the Committee is to assist the Board in fulfilling its corporate governance responsibilities in the areas of operational and balance sheet risk, legal/regulatory compliance, and financial reporting.

We plan to meet twice per year in September and March. The four members will consist of this independent position and three current PCA Directors. The committee will elect the Chair and expenses will be paid.

Pony Club Australia Ltd is recognised by the Australian Sports Commission as a National Sporting Organisation. There are over 850 clubs across all states and more than 50,000 members - making Pony Club the largest equestrian organisation in Australia. It is affiliated with The Pony Club in the UK, and collaborates with Pony Club organisations in Canada, the USA, New Zealand, France and China.

The ideal candidate will have at least 10 years' operational experience as a CPA/CA and a record of participation as a member of boards and committees.

For further information please visit the [Director Institute Members Job Board](#).

Applications should be received by Friday 12th August 2016.

Stepping Out Housing Program
Board Member | NSW | Community Services | Unpaid



We are seeking expressions of interest for individuals to join our Board. This is an unpaid volunteer position requiring a commitment of between 12 – 15 hours per month. All Board members are required to sit on a sub-committee, a time commitment of approximately 4 hours per month.

Board members are elected at the AGM held every November/December, and are elected for a period of 1 year. All Board members must become a member of Stepping Out Housing Program for the duration of their tenure. The Board meets on a monthly basis from 6.30pm-8.30pm at our head office in Petersham.

Stepping Out Housing Program (SOHP) is a non-profit community organisation established in 1987 to provide medium term accommodation and support to women and women with accompanying children who are survivors of childhood sexual abuse. The program focused on supporting the process of recovery and empowering survivors to achieve independence within their community. In 2015, SOHP is a CSA specialist agency providing a valuable service to women and now men through support, case management, counseling, group programs, information, advocacy and referral.

Given SOHP's history of specialist work with survivors of childhood sexual abuse (CSA), the agency's contemporary focus is placed on establishing and providing therapeutic support through the delivery of case management and case coordination services. This focus emphasises trauma informed care and practice, a solution based focus, building on client strengths and a client centred approach as best practice. The Specialist Homelessness Service's (SHS) four core responses are imbedded into SOHP's service delivery model.

The program delivers early intervention and prevention strategies, links to transitional accommodation, rapid rehousing and intensive support to clients with complex needs.

We are seeking individuals who have experience in one or more of the following areas:

- High Complex Need Clients
- Mental Health
- Financial Management
- Marketing and Fundraising
- Management Committees or Boards
- Change Management

Individuals should have had exposure to or experience in:

- Strategy
- Corporate Governance
- Compliance
- Leadership

For more information about this opportunity please visit the [Director Institute Members Job Board](#). Applications close by 31st August 2016.



Blacktown Mount Drutt Hospital Foundation

Board Members (2) | NSW | Unpaid



We seek two experienced Community Board Members to commit their energy, specific skills and contemporary thinking to this newly created Foundation.

Blacktown Mount Drutt Hospital Foundation (Foundation) is a start-up charitable trust that has been established to allow the local community to raise funds for their hospitals. The Foundation was established to raise funds for the purchase of medical equipment, the facilitation of medical research and contribute to the professional development and education of staff of the hospitals.

The Board is responsible for the effective oversight and governance of the Foundation and to maintain strong and accountable management of its operations. Key functions of the Board include reviewing the goals and objectives of the Foundation in-line with community needs and expectations; statutory management control; approval of the Foundation's Strategic business plan and the operational budget; monitoring overall performance; and, and ensuring the Foundation is accountable, responsive and accessible to the community.

To be successful, you will need to demonstrate a strong understanding of corporate governance, a commitment to high ethical standards and teamwork, and well developed communication, negotiation, advocacy and influencing skills. You will have well developed skills in critical thinking, proven judgment and objectivity.

Visit the [Director Institute Members Job Board](#) for further information about this opportunity.

Applications close on the 24th August 2016.

Alternative Technology Association

Board Members (3) | National | Unpaid



The Board is seeking three individuals with demonstrated interest in sustainability.

Directors are unpaid and are required to be ATA members at appointment and serve a two-year term up to a maximum of three consecutive terms.

The Alternative Technology Association (ATA) (www.ata.org.au) is unique in Australia as a national not-for-profit organisation (registered charity) that enables, represents and inspires people to live sustainably in their homes and communities.

Established in 1980, the ATA provides expert, independent advice on sustainable solutions for the home to households, industry and advocates to governments. ATA has over 6,000 member households across Australia living and leading in sustainability. ATA also does research, consults and advises on sustainable technologies and practices.

ATA are the publishers of two leading magazines with over 120,000 readers on sustainable living Sanctuary: modern green homes and ReNew: technology for a sustainable future. ATA also now runs a growing number of influential events, such as Sustainable House Day with over 16,000 visitors.

ATA is undergoing change and growth with its products and services, membership, reach, impact, brand and reputation. This is a critical time for ATA and for improved sustainability for all Australians.

We specifically seek individuals with demonstrated interest in sustainability with professional skills and knowledge in these priority areas:

1. Fundraising planning and philanthropy
2. Financial management
3. Media/Public Relations/Government Relations
4. Human Resource management.

Solid skills and experience in at least one of these areas is a prerequisite. Previous Board experience and/or training in membership-based organisations and/or governance processes are required.

For more information please visit the [Director Institute Members Job Board](#).

Applications close on the 2nd September 2016.



AUGUST 2016

Unity Housing

Board Members (3) | South Australia | Paid



Unity is looking for three experienced Directors with the relevant skills and experience to effectively contribute to the strategic leadership and governance responsibilities of Board.

Directors Fees appropriate for the level of responsibility and in the context of the NFP sector are payable.

Unity Housing Company is a Tier 1 Nationally Registered, not for profit company limited by guarantee and is the largest single provider of community housing in South Australia. Unity is a values based organisation and specializes in the provision of housing and accommodation for vulnerable people such as low waged, aged, disabled and those experiencing homelessness.

The company provides a home to more than 4500 people each night. With a turnover of over \$20 million per annum, the company manages a portfolio in excess of \$450 million. Unity has over 70 staff operating out of 5 offices across the Adelaide metropolitan area and one office in the mid-north country region of South Australia. Unity also has an active property development program, having delivered \$80m of new housing over the past 3 years.

Unity's vision is to create opportunities for people to live in affordable and sustainable housing of their choice by providing housing that is responsive to the diverse and changing needs of our community. Whilst Unity has always focused on the unmet needs of people who are vulnerable, particularly those living with disabilities or experiencing homelessness, the company also provides housing to those who simply cannot afford to access the private rental market.

Experience in housing development and asset management and an awareness of Information Technology and risk management are particularly relevant to these positions.

Significant experience on previous Boards is required, as is evidence of training and accreditation. A commitment to ethical principles and social justice is essential and a demonstrable understanding of social housing will be valued.

For more information about this opportunity please visit the [Director Institute Members Job Board](#).

Applications close on the 31st August 2016.

The HEARing CRC

Independent Non-Executive Director | Syd or Melb | Paid



The HEARing CRC is seeking to appoint an experienced Independent Director to complement the Board's skill set in leading the organisation through the remaining three years of its current five year extension under the Commonwealth Government Cooperative Research Centre's Program (ending June 2019), and to position the consortium for its future beyond the end of its current funding cycle.

This role will allow you to use your leadership and governance skills to position the HEARing CRC as a leader in its field.

You will be working with individuals who are passionate about improving the quality of life for hearing-impaired adults and children, through innovation. We are inviting candidates to apply, who are keen to make a difference and be rewarded for their valuable contribution.

The HEARing CRC Board of Directors is accountable to the Commonwealth and its Members for all governance, management and business affairs. The Board and its Committees meet quarterly and are responsible for setting strategic goals and objectives, as well as overseeing managements' performance.

The HEARing Cooperative Research Centre (HEARing CRC) focuses an internationally unique, interdisciplinary consortium of research, clinical, industry and educational organisations on the twin challenges of more effective prevention and improved remediation of hearing loss. Its 21 Member organisations each contribute specific expertise and infrastructure to the strategic program of activities. Members of the HEARing CRC are located in Melbourne, Sydney and Brisbane, and comprise a range of organisations with expertise in research and/or clinical service delivery to the hearing impaired.

The successful candidate will have:

- Established commercial and business acumen and experience in a corporate or not for profit environment;
- Proven ability and track record as a Director;
- Good knowledge and demonstrated experience in philanthropic and fundraising activities; and
- Independence of any of the Member organisations of The HEARing CRC.

For more information please visit the [Director Institute Members Job Board](#).

Applications close on the 29th August 2016.



Northside Community Forum Inc.
Board Member | NSW | Unpaid



Northside Community Forum Inc. (Northside) is seeking a Board Director. Additionally, as Chair of the Consumer Advisory Committee, the role is to provide consumer and community focused input into service delivery planning and development.

Northside is undertaking an exciting transformation that seeks to change the way people with disability, carers and older people link to and engage with service providers. With the advent of the NDIS, planned changes in Aged Care and an emerging Carers strategy, Northside has developed an approach which best aligns with connecting carers and the people they care for, with affordable and accessible services.

We are recruiting for a Director who will contribute to the direction of this journey, and who will also Chair our Board Consumer Advisory Committee.

The ideal candidate will have demonstrable skills and qualities in the following:

- Experience in community engagement, stakeholder management and promoting the organisations Vision to advance its purpose.
- Skills and experience in contemporary marketing approaches within a competitive market based environment.
- Respect, courtesy, honesty and fairness, and openness to hear other views.
- Held previous Board or senior management roles bringing with you an understanding of expectations and commitment required to govern a not for profit organisation.
- Time and energy to commit to the role including preparation for meetings and availability to engage with community and its leaders.

For more information about this opportunity please visit the [Director Institute Job Board](#).

Applications close 19th August 2016.

CUFA Australia

Board Member | NSW | Unpaid



A member of the CUFA Board of Directors is an integral part of the leadership team, providing direction and vision for CUFA. He or she is responsible, together with the full board of directors, for governance and oversight of all aspects of CUFA and for promoting the mission of the organisation.

CUFA is a company limited by guarantee and holds a number of companies and trusts.

CUFA is a not for profit international development agency with offices and staff in Sydney, Cambodia, Myanmar, Bougainville, Timor Leste and Fiji. CUFA's thematic approach is economic empowerment through financial institutional development, education, livelihoods and employment. CUFA has been operating for over 45 years and while CUFA is a niche agency it is well respected within the sector. CUFA is financially and operationally very strong with a purposeful vision and mission underpinned by a tightly defined strategic plan and a robust management team.

Selection Criteria:

- Commitment to the mission and direction of CUFA
- Knowledge and skills in one or more areas of board governance (e.g. policy, finance, law, relevant program area, media/public relations, strategy, planning, resource development)
- Ability to work positively with other people
- Willingness to make the required time commitment and occasionally travel overseas
- Commitment to the financial well-being of CUFA, including participation in at least one fundraising event per annum
- Commitment to encouraging staff development
- Ability to maintain confidentiality
- Willingness to be available by telephone or other means
- A developed understanding of the roles and responsibilities of not-for-profit governance and management.
- A capacity to make appropriate introductions and connections to relevant networks to facilitate income generation for project activity

For more information about this opportunity please visit the [Director Institute Job Board](#).



South West TAFE

Board Member | Victoria | State Government | Paid



The Board of South West Institute of TAFE is seeking applications.

Remuneration of Board Directors will be made in accordance with the Education and Training Reform Act 2006.

The Victorian Government is investing heavily in rebuilding and growing TAFE institutes to better position them to provide high quality training that meets their local community needs, restore industry confidence and grows productivity and employment.

The Board of South West Institute of TAFE is seeking applications from candidates passionate about raising skills in our local region and with capability experience and networks in one or more of the following areas:

- Finance
- Commerce and/or business
- Management
- Technology - particularly new learning technologies
- Legal
- Vocational
- Higher Education
- Leadership
- Regional development
- Marketing
- The Great South Coast

Applications close at 12 noon Friday 12 August 2016 with shortlisting and interviews likely to be held the week thereafter.

For more information about this opportunity please visit the [Director Institute Job Board](#)

Assisi Aid Projects

Committee Members (3) | Victoria | Unpaid



Assisi is a small not for profit, committed to support locally led projects and empowering communities to be their own agent of change. Your advice on the governance of our organisation and your particular expertise, will contribute directly to our effectiveness and impact. Your input can make a significant contribution to strengthen our programs and shape the growth of our organisation, so we can continue to support those most disadvantaged to have equal opportunity.

Assisi's vision is for a world in which women have equal opportunity to determine their own economic and social opportunities and participate in the economic and social development of their communities.

Assisi is dedicated to empowering women by enabling them to become agents of change in their communities. Assisi equips women with the skills and knowledge to enhance their economic and social participation.

Board meetings are currently held for between 3 – 4 hours on a Saturday in Melbourne (Skype attendance is also possible).

We have a small, focused committee of eight, and are looking to expand our skill set to fill two positions. We are seeking professionals with good interpersonal skills, technical expertise and experience in any of the following:

- International aid and development
- Not-for-profit board experience
- Women's economic development
- Marketing & fundraising

Closing date for applications: 31st August 2016.

For more information about this opportunity please visit the [Director Institute Job Board](#)



Fremantle Community Financial Services Ltd

Non-Executive Directors | Banking | WA | Unpaid



Fremantle Community Financial Services Ltd operates the Fremantle Community Bank Branch under a franchise agreement with Bendigo Bank. Since March 2006 the company has given back more than \$500,000 to the Fremantle community through partnering, scholarships and sponsorship of local community groups.

This position has all the responsibilities of a Company Director with the satisfaction of helping build community capacity. It requires a person who is well networked, passionate and community minded whilst understanding the governance required to run an NSX listed company. The position is voluntary and requires about ten hours a month.

Interviews will be held in Fremantle on Saturday 20 August 2016

For more information please visit the [Director Institute Job Board](#).

RecFish SA

Chair | SA | Unpaid



RecFish SA is the recognised peak body representing 277,000 South Australian recreational fishers. The Board is searching for an experienced chair who can lead the Board and help RecFish SA to grow as an organization and implement its strategy.

The Board needs a Chair of several years experience as a Board member, and ideally, 2 years minimum as Chair.

The present Board believe this is an exciting time for the organization and they are committed to the effective functioning of the Board as they believe this leads to a stronger and sustainable organization. RecFish SA has to interact with wide variety of organizations and committees as well as a range of State and Federal Government agencies.

While we would hope the Chair has an interest or passion for recreational fishing this is not a requirement. It is more important to implement the included criteria for being a Chairman while time involvement is anticipated to be at least ten hours per month.

Deadline for expressions of interest is 12pm on Wednesday 31st August.

For more information please visit the [Director Institute Job Board](#)

Harness Racing NSW

Board Member | NSW | Sport | Paid



Expressions of interest are invited from persons wishing to be considered for appointment as a Board Member of Harness Racing NSW.

HRNSW was established by the Harness Racing Act 2009 and is vested with both commercial functions associated with the promotion of harness racing in this State and the regulation of the industry.

A casual vacancy on the five-member Board currently exists. The term of the casual vacancy is until 2 February 2019.

The legislation requires the HRNSW Board to nominate to the Minister a person for appointment as a Board Member of HRNSW to fill the casual vacancy. The Board of HRNSW must be satisfied that a proposed Board member has experience in a senior administrative role or experience at a senior level in one or more of the fields of business, finance, law, marketing, technology, commerce, regulatory administration or regulatory enforcement.

Closing date for Expressions of Interest is Friday 2nd September 2016.

For more information about this opportunity please visit the [Director Institute Job Board](#)



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 REIMtvv with almost 400,000 property listings.

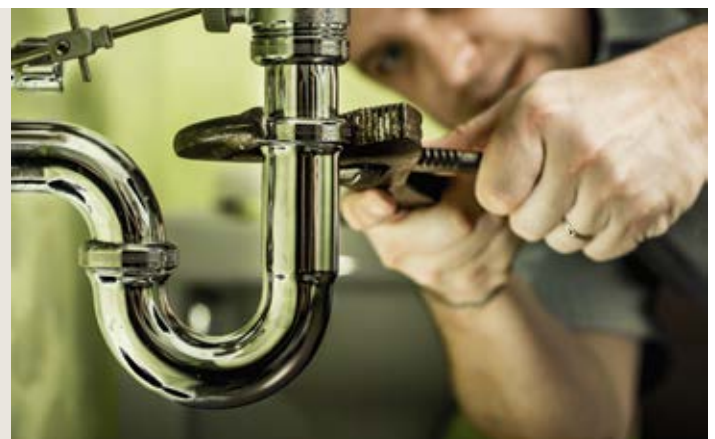
Moving forward – the business offerings will be combined and a new site 'CompletePlace', will be launched next month and aims to become the primary website and app servicing the complete needs of property owners and managers.



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





MEMBER EVENTS

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

Are you are 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 two-day 'working vacation' in Sydney, Australia.

During this two-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.



ONLY 2 SPOTS REMAINING.

Platinum Executive Intensive Program

7th & 8th September, 2016

- 2 days Private Workshop
- Cocktail Networking Event
- Gourmet Lunches
- 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!
Last 2 places remaining for September

BOOK 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: SPTECDII



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](#)

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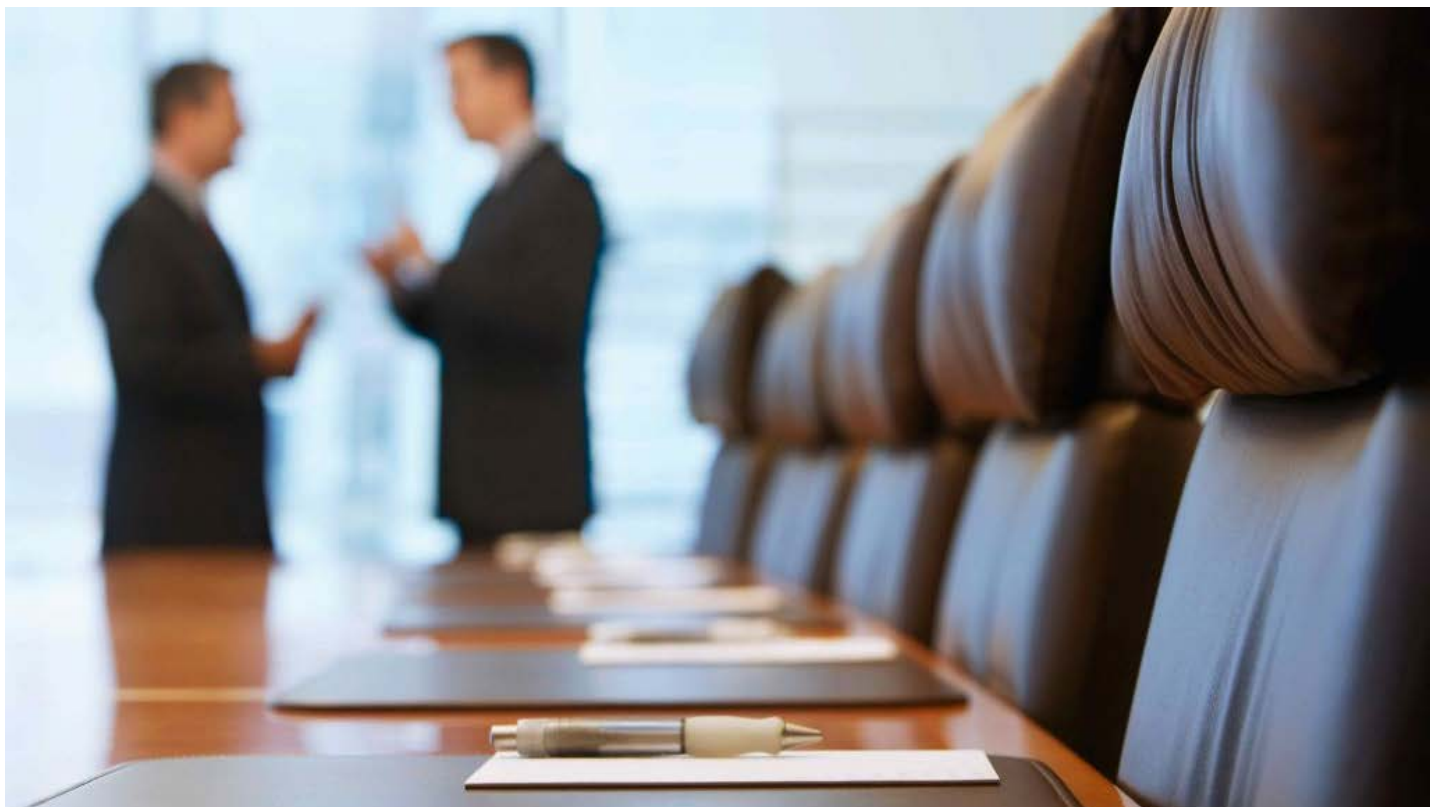


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EXCLUSIVE OPPORTUNITY



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](#)





EXCLUSIVE OPPORTUNITY

Seeking Value Add Directors & Advisory Board Members

SPORTS CARD

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

Sophisticated Investors | Advisory Board Members

nectar farms



Bringing 'smart farming' to Australian Agriculture

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



- 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

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



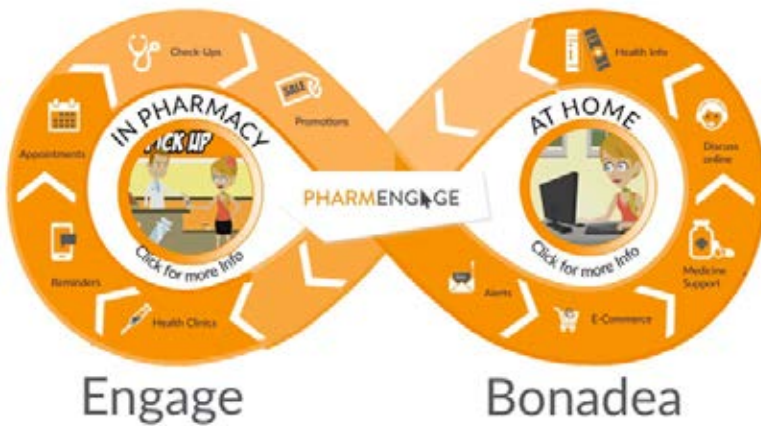
EXCLUSIVE OPPORTUNITY

Seeking Investing Directors

PHARMENGAGE

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

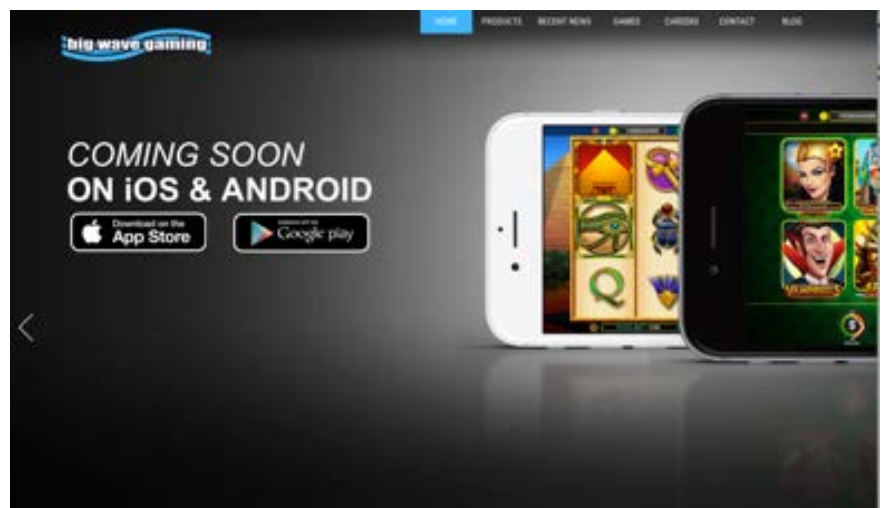
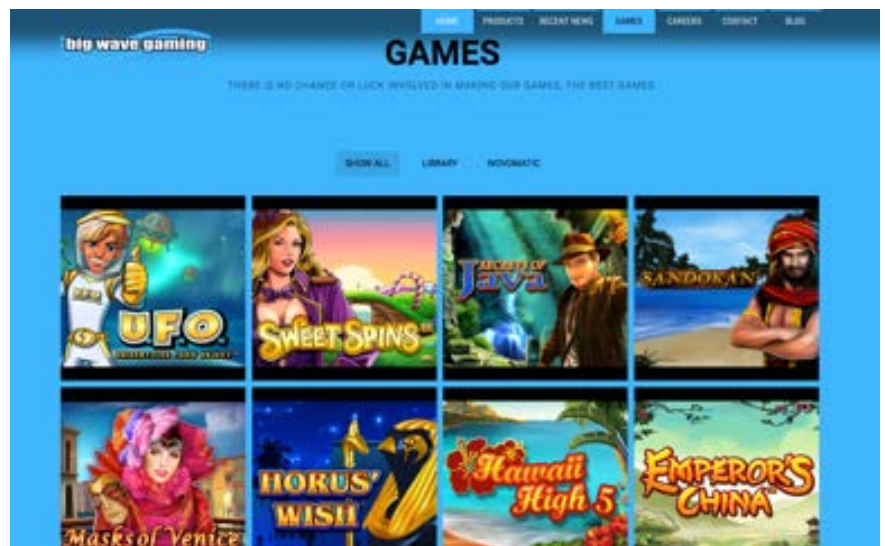
Following a successful track record in game development for major vendors, BWG has launched its own games on social sites (Facebook) and app stores for mobile devices (smartphones & tablets) with strong results.

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



Endure

Agri Solutions Pty Ltd

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



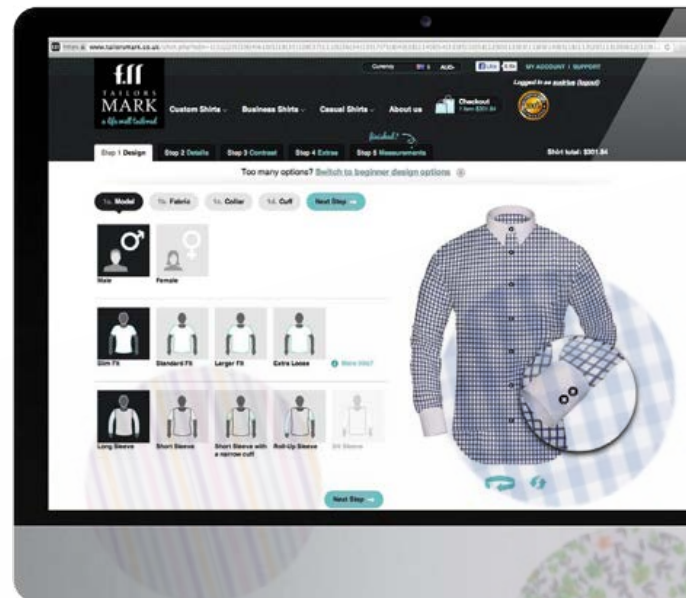
Tailors Mark offers consumers the ability to create their own high quality, bespoke shirts.

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

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.

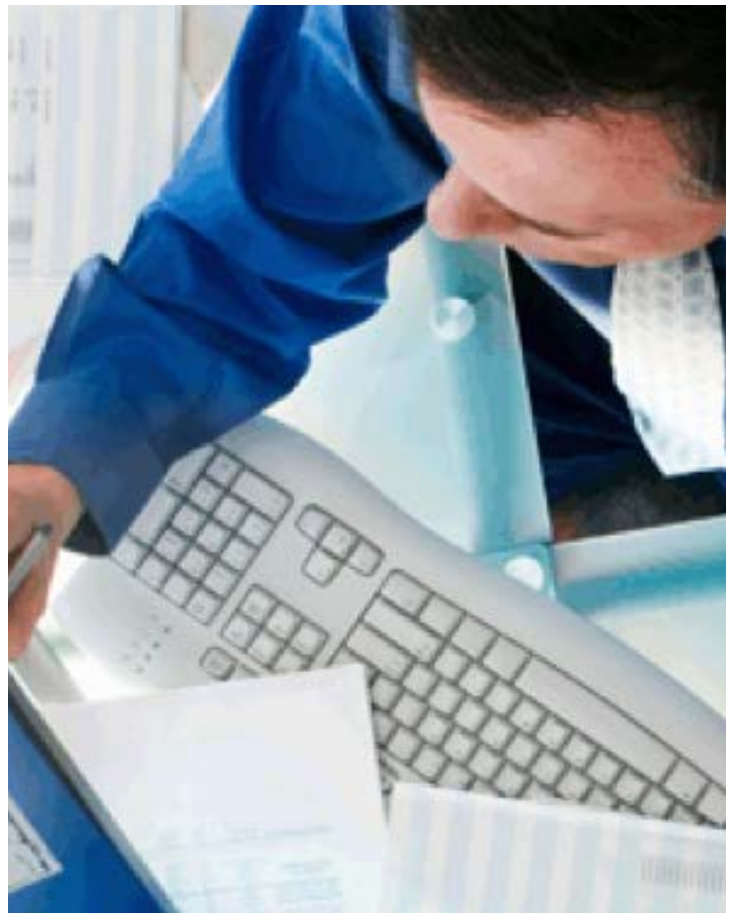
Their team of independent financial planners are experts in financial planning for wealth management and wealth creation, helping their clients with all financial issues including investing, direct share investing, finance funding, property investment, superannuation (including SMSF), life insurance,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



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/

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@mulhallenges.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. For more information you can also visit the website http://www.lpma.nsw.gov.au/trusts/join_a_trust





EXCLUSIVE OPPORTUNITY

Investors | Non-Executive Directors | Advisors

FOXY Underground



Foxy Underground is an online retail and information platform that aims to provide consumers with access to products that are ethical, cruelty free and that provide investment to the communities that produce the raw materials used to create them.



Shop Like an Eco-Warrior

SHOP NOW

“We offer insights into women and men who are changing the world and who are redefining the way we live, think and work. We celebrate the unique and allow the individual to shine. Foxy Underground brings you beautiful clothes made from organic and natural materials, ethically produced animal products and we offer information and opinion on ways to live beautiful lives.”

The market for sustainable products is on the rise with 55% of online consumers claiming they would pay more to buy sustainable products*. Currently however there are no trusted online stores dedicated to beautiful sustainable products.

Foxy Underground provides a drop-shipping model that connects smart consumers with producers of sustainable products in Australia and abroad.

The team today includes Natascha Moy who is the Founder of Foxy Underground, Erez Gordon – Business Consultant who manages the organisations Operations, and Trudi Jenkins who is the Founder of HardtoFind and head of Strategy at Foxy Underground.

For more information about how you can be a part of the Foxy Underground growth story, contact Kylie Hammond for a confidential briefing.

Ref: FOXYDI

* source: 2014 Nielsen Survey of 60 countries with Asia Pacific having the strongest desire to buy sustainable products.



EXCLUSIVE OPPORTUNITY

Multiple Investor and Advisor Opportunities

KimMic International

Delivering Enterprise Integration Technology at SME Cost and Capability Levels via the Cloud.

FI@World is a white label, Enterprise, data unification (FIA) infrastructure that provides simple, secure, scalable, collaborative capability. It enables both SME's and large companies to collaborate between people, processes and applications.

"We cannot leave the subject of Knowledge Assets (KA) and data ownership without acknowledging the importance of data security and provenance, particularly when it is possible that your business partner on one project could be your competitor on the next. As such, while trust and transparency are imperatives in collaboration, when working within a sensitive, multi-party, commercial arena, your KA should be shared selectively and securely - in short: only those that need to know, should know."

FI@World is a white label, Enterprise, data unification (FIA) infrastructure that provides simple, secure, scalable, collaborative capability. It enables both SME's and large companies to collaborate between people, processes and applications.

For more information about the opportunity to be a part of the growth of FI@World please contact Kylie Hammond at info@directorinstitute.com.au

REF: KIMMICDI

FI@World: Future Internet Architecture (FIA) Today



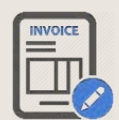
The right data:

- From the patient
- From the hospital
- From the insurance company
- From health records
- From IOT/Medical equipment



Unified in realtime by FI@World:

- Securely
- Auditably
- With compliance in mind



Delivered securely to and from the right/authorised systems and people at the right time.

Hospital Admission > Insurance Record > Medical Procedure(s) In Hospital Recovery > Invoicing



Saves:

- Lives
- Money
- Time

Delivers:

- Unparalleled Enduser-centric service (consumers, caregivers, healthcare managers)
- Efficiencies
- Unified/realtime insight
- Differentiation



EXCLUSIVE OPPORTUNITY

Investors | Advisors | Directors

THE TV CHAT APPLICATION Bring Your TV Chatter To Life

With the explosion of Social media and the proliferation of connected devices, live TV has become a real time social event. Instant pop up messages on your TV while watching your favourite shows without interrupting your viewing.

Don't miss a second of the action!

Chat with your friends using the Charlie Chat app &

- Create a TV watching group with your Liverpool mates
- Send a calendar invite to your group to watch the 'live' game
- Watch the 'live' Liverpool match on game day
- Start chatting with your group about the 'live' game
- See your messages 'pop up' on the TV throughout the game

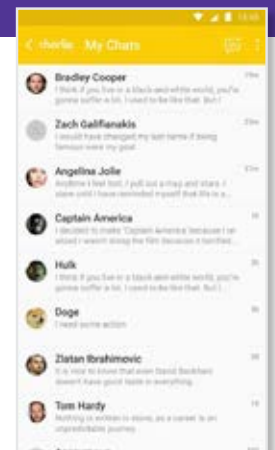
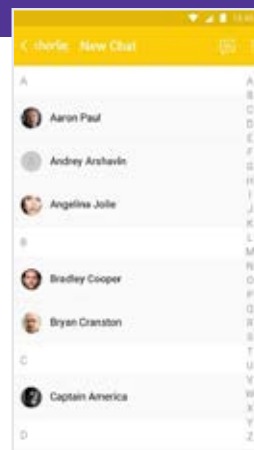
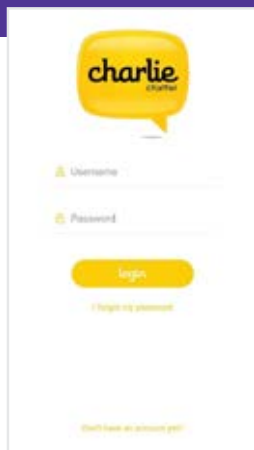


It's like having your friends in the lounge room with you and you don't miss a second of the action!

What's next for Charlie Chatter?

Charlie Chatter are now looking to bring on a Technology Director to help drive the technical development of both the b2b and b2c solutions, and a Commercial Director to assist in securing the local and global platforms and partners we are targeting for Charlie Chatter integration.

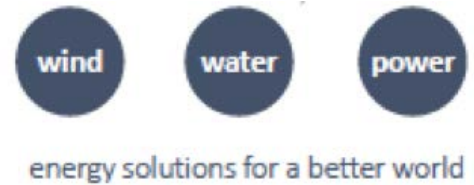
For more information please contact Kylie Hammond at Director Institute. Ref: CChatDI





EXCLUSIVE OPPORTUNITY

Investors | CEO & Board of Directors



This exciting Australian company is revolutionising the wind and marine focused renewable energy sector with innovative proprietary, patented technology with the potential to deliver some of the most efficient, cost competitive and robust renewable energy solutions to date.

Their unique technology has been specifically designed to address the challenges of the high density 'Built Environment':

- It is able to harness the local, low flow and turbulent resource
- It provides up to 18 times more power than a solar installation of the same footprint
- Its aesthetics blend in perfectly with buildings and other infrastructure and operates safely and silently

For the first time, Axis Energy provides commercial volume power in sites that have previously been considered unviable, making 'Building Integrated Wind Turbines' a reality!

For more information about this opportunity please email info@directorinstitute.com.au for a confidential briefing. Ref: AXISDI



GLOBAL PATENTED TECHNOLOGY





EXCLUSIVE OPPORTUNITY



The businesscard KING

The Business Card King is an up and coming online design and editing platform with a unique point of difference, and significant growth potential.

Collaboration is Key! Multiple people can work on the one design from different locations at the same time.

The current micro-printing industry is currently estimated to be worth \$10 billion. While business cards themselves are still the mainstay of the micro-printing industry, our technology can be utilised to design all marketing collateral including social media posts for platforms such as facebook, instagram and linkedin.

What's Next?

We seek value added directors to provide specialist expertise who will become the foundation members of a new advisory committee to help drive the business to the next stage in its evolution.

Ideally we are looking for multi-skilled individuals who can add firepower to the financial areas of the organisation

It works on all your personal devices...



"Not only is our platform enjoyable, but it's easy to use. We have also ensured that the user interface is consistent across all devices (computer, phone and ipad etc) and browsers – something our competitors don't offer."

and digital online space. In particular we seek expressions of interest from advisors with expertise in:

- Digital or Online Branding
- Finance
- Business Development
- Multi-media and or print media

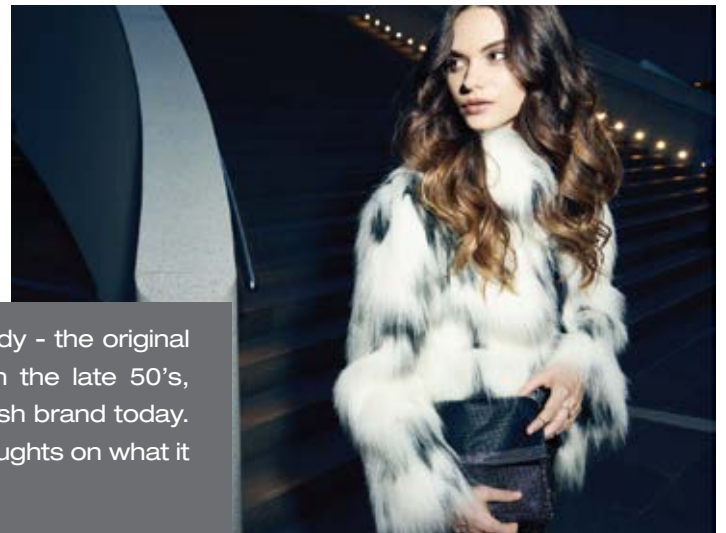
For more information please contact Director Institute for a confidential discussion. Ref: BCKDI



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 80's, 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 - or enquire via the Jobs Board.



IN THE NEWS

FINANCIAL REVIEW

Want a backdoor into the boardroom? Become an advisor.

By Lucille Keen



Companies are scouting out potential board directors from placing them in specialist board advisory panels, before appointing them to the top jobs, search firms claim.

Director Institute chief executive Kylie Hammond said in her firm – an executive search and board talent management consultancy business – there had been a 50 per cent increase in the number of requests from listed companies to find talent to fill board advisory roles for specific tasks such as cyber security, initial public offerings and restructures, with the view these candidates could potentially have a seat at the table.

“The advisory board is now a waiting room for up and coming directors,” Ms Hammond said.

Ms Hammond said the benefit of this was that in companies where there had been a number of sudden resignations from boards, there was the ability to fill that role quickly.

She said just as companies created “tiger teams” – a group of specialists in a particular field brought together to work on specific tasks – we could expect to see more “tiger boards”.

Fergus Kiel, regional managing partner of the Australian CEO and Board practice for executive search firm Heidrick & Struggles, said the advisory board member was good for the pool of potential non-executive directors and good for the board.

He said it was something Heidrick & Struggles were advocating for clients as a way for them to gain fresh perspectives and wider diversity of thinking.

“As the current practice typically sees 10-year non-executive director appointments, it is fine if you’ve chosen the right person and can gain maximum value from their experience, but we have had many chairs lament the very difficult task of removing non-performing directors,” Mr Kiel said.

“Allowing a high potential non-executive director to attend board meetings in a non-voting advisory capacity for an interim period of say one or two years is a great idea for boards for three reasons. Firstly, it widens the candidate pool.

The high potential non-executive director benefits as those board member/chair with whom they sit for one to two years, mentoring and developing talent with real experience. And given the difficult task of removing non-performing directors, it allows a board the opportunity to see how an unproven potential non-executive director performs without the risk of that board being locked into a long-term appointment.”

Mr Kiel said it also allowed boards a reference point on the potential non-executive director.

“Those boards members with whom the potential non-executive director has sat will then be able to vouch for their experience, contribution and fit,” Mr Kiel said.

However, Women on Boards executive chair Ruth Medd said this approach by companies was more something that would be seen in the start-up space and was not something she had seen.

She said working in an advisory board capacity was very different to sitting on a board.

“Being that an advisory board member is a troubleshooter, more active, being a director it’s an overseeing function,” Ms Medd said.

Source: <http://www.afr.com/leadership/want-a-backdoor-into-the-boardroom-become-an-advisor-20160711-gq35by#ixzz4GoFmlZ28>

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IN THE NEWS

THE AUSTRALIAN 

Boards must crack Asia's bamboo ceiling

By Rowan Callick

Australian boards still announce their forays to Asia with a breathlessness that is revealing.

It's fine to be excited by big markets and new possibilities. But it's also important that the region is not viewed as particularly exotic or daunting, a place with which an occasional engagement might be the cause for self-congratulation.

Boards and management should be deploying core expertise from within, in order to do business in and with Asia, rather than relying on external consultants, or making sporadic visits themselves. It's excellent that they should be in Asia, but that should by now be routine for an effective Australian director or executive.

At last, the message appears to be getting through, that a modern board must include a strong cohort of women. But the bamboo ceiling seems to be even harder to puncture than was the glass ceiling.



This makes boards vulnerable to the "exceptionalist" arguments that complicate the strategies of firms that want to increase their exposure to Asia.

The region will become more important in the aftermath of Europe's post-Brexit travails, and of the economic antiquarianism we are witnessing in the US presidential campaign, with both Democrat and Republican candidates turning towards government interventions, and against global trade and investment.

But success in working with Asia depends, in part, on operating and living there being viewed as normal rather than as bold or even bizarre.

The underlying danger of treating China, especially, as impervious to regular economic rules becomes manifest when — as seems likely to happen within the next few years as a result of its debt crisis — it faces a severe correction.

Paul Gruenwald, the experienced and astute Asia-Pacific chief economist for Standard & Poor's, said last week: "China's credit-driven expansion, which has been ongoing since the global financial crisis, is not sustainable, particularly since it is no longer a low-debt country.

"There is little immediate danger, in our view, but the longer the 'extend-and-pretend' mindset prevails, the larger the imbalances and the larger the adjustment in the future."

When, however, such Asia-based observations are rejected and China is held out as impossible to fail, perhaps due to inflated views of the capabilities of its leaders as economic managers, then it becomes all the more difficult to adjust smartly to such a failure, about which warnings would have been ignored or downplayed.

Indeed, in such circumstances, companies that lack their own sound assessment capacity might be tempted to cut and run, China having dashed exalted expectations.

But just as sane observers are prepared to anticipate Chinese managerial incompetence, they would be less prone to dramatic responses to, say, a Chinese recession. For they will view China with the same informed and balanced analytical tools, and the same capacity for empathetic understanding, as for decades past they might have been expected to view the US.

How to obtain such understanding? Kylie Hammond has some ideas.

She's the chief executive of the Director Institute, a coaching and networking company that helps find boards for people, and people for boards. She says the number of people of Asian background on ASX boards is a mere handful, and just 1.9 per cent of senior executives in the top 200 companies come from such a source even though they comprise almost 10 per cent of the overall population.

"It's a huge missed opportunity," she says.

Cultural stereotypes and biases are clearly among the reasons. Hammond says that over the 20 years she has worked in the recruitment area, "Asian candidates have always struggled to reach their appropriate place".

Part of the problem, she says, is that "leadership" is assumed to be demonstrated principally by "self-promotion and assertive forms of communication".

In Asia, however, leadership is demonstrated in "showing respect for senior people in your organisation and refraining from banging your own drum".

Many people of Asian background possess considerable skills and talent. But they are marked down as "lacking ambition" because they may not devote as much of their working days to self-promotion and demonstrating "toughness" by chewing out a colleague. In such respects, Asian women suffer "a double whammy", says Hammond.



It's important to note that about a million Australians are today living overseas, by far the greatest proportion in Asia, many of them in senior corporate positions. They too almost inevitably fail to win senior positions, or even be considered for them, on their return to Australia. They have been "away from the action" for too long, it is thought — even, perversely, by firms whose core market is now Asia.

The kind of Australians who are succeeding so widely in Asia are naturally those who fit more closely with the Asian style of management — respectful, smart, empathetic, to a degree self-effacing. Whether of Asian ethnicity or not, they are also likely to be dismissed as "lacking ambition" when seeking re-entry to Australian business.

Australia can lay claim to a remarkable depth of Asia expertise, yet denies itself access to this resource at the highest levels. "We're denying ourselves that competitive advantage" over other countries with a primarily Western structure, says Hammond. "Diverse boards have better conversations and thus make better decisions."

The alternative, which dominates at present, tends to involve people recommending each other. "Smaller, emerging companies are starting to get it," Hammond believes — hoping that as a result, in time this will help trigger "the top end of town to wake up".

Source: The Australian 14th July 2016.

<http://www.theaustralian.com.au/business/opinion/rowan-callick/boards-must-crack-asias-bamboo-ceiling/news-story/fe1cec794e61717bf0ea39adf2f01b7c>

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