



Director  
INSTITUTE  
Next Generation Directors

# BoardAlert

EXCLUSIVE  
MEMBER  
NEWSLETTER

FEATURE INTERVIEW:

## Ali Brown

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David Gelb

Peter Struck

Kim Chandler McDonald

Peter Holtmann

Peter Switzer

Over 250  
Director and  
advisory board  
opportunities  
available

plus much more!

DECEMBER 2016

WELCOME TO THE  
LATEST ISSUE OF  
**BoardAlert**



In this issue we're pleased to bring you a range of articles from some of the brightest minds in the country, and from around the world. Our feature interview is with Ali Brown, an inspiring, and globally admired business mentor, and Advisory Board member of Director Institute. If you've been thinking of starting your own business, have already begun, or are just interested in the thoughts of one of the great Entrepreneurs, definitely take some time to read our interview with her on page 5.

We will be hosting an exclusive cocktail event with Ali Brown on February 22 in Sydney. Make sure you book your place. This will be one of the best networking events of the year.

We have five great events planned for the first quarter of 2017. Join us, and get connected. All details are on the events page of our website.

Enjoy the holiday break, and I look forward to partnering with you in 2017!

**Kylie Hammond**  
Executive Chairman and Founder

**Resilience and Leadership  
in Business**

We were delighted this month to extend our support of the Aim For the Stars Foundation as the key corporate sponsor of the Director Institute Womens Leadership Forum held in Sydney at the Shangri-La Hotel.

The event was attended by more than 500 business leaders. The Honorable Julia Gillard was a keynote speaker, as was Elizabeth Broderick former Sexual Discrimination Commissioner and of course the amazing Layne Beachley AO. The theme for this year's event was women demonstrating resilience and leadership in business - this year the speeches were inspiring and thought provoking.



Director Institute members also had the opportunity to meet with Julia Gillard in a private briefing prior to the event which included an unscripted Q&A, which gave some insight into Julia's views on the current state of play in Australian politics, the likely scenarios for Hilary Clinton following the USA election which was very interesting, and a general update on the key projects and boards that she is currently serving on which includes Beyond Blue and the Global Partnership for Education where she is the Chair.

I had an opportunity to speak with Julia privately about the challenges we face in the ASX-listed board space, and it was clear that she was well versed on some of the weird and wonderful ways that board directors get appointed not only in Australia, but around the world. It seems even former Prime Ministers are curious about the nature of the board selection process at the top end, and it would seem that the time is right for the next generation of board directors to take their place at the boardroom table.



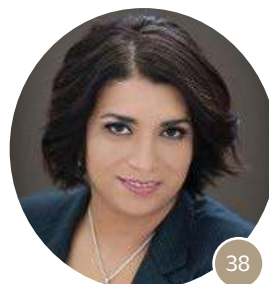
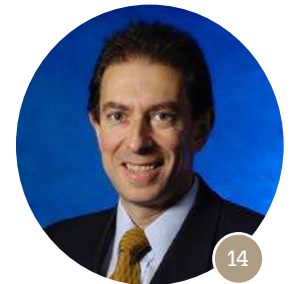
It was a refreshing dialogue and many commented on how relaxed and natural Julia was in-person. If the Australian public had seen more of this warm and engaging personality, I suspect that the Rudd-Gillard-Rudd leadership changes may not have taken place.

Politics is a very tough business and you certainly need to be resilient and committed to making a genuine difference. This years keynote was very timely and reminded us all to strive to be better leaders, to support our colleagues, and provided an opportunity to shine a light on the great work that the Aim For the Stars Foundation does in supporting young women to achieve their full potential.

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*As 2016 draws to a close we are expanding our management team in preparation for a very busy and exciting new year ahead. We are delighted to announce that George Garrop will be joining the Director Institute Next Generation Directors executive team and will be assisting us expand our membership and corporate footprint in the region. We look forward to introducing you to George in the upcoming months.*



## Introducing George Garrop

I am honoured to be joining the founder, Kylie Hammond, and team at the Director Institute at such a pivotal time in business in Australia.

I am also completely aligned on the vision Kylie shares. It is time for a change in the way company boards are constituted, the way directors are chosen and appointed and the role and responsibility for future business people. In short, a time for new generation directors to have an impact on Australian business.

When markets, business, consumers and customers change, it is time that governance did the same. I am not alone in saying that change is the only constant, changes in the workforce where the expectations of the next generation will not be met, changes in demographics where fewer are being asked to support more in a reducing tax base, changes in industries where old technology is not being replaced with equivalent new technology and changes in consumers and their habits.

However with all this change comes opportunity.

Opportunity for new companies to solve a problem and grow, opportunities for age to disassociate with experience, and opportunities for boards to reflect the diversity, change and impact we are seeing in business today.

As we approach a new year it is time to think of a new model of governance, a new model of business. One where Governance and Operations reflect the market, are close to their customers, bring confidence to regulators and reflect the different thinking required to traverse this changing world.

I wish you all a safe and enjoyable holiday period and look forward to meeting you and working with you in the new year at the Director Institute.

George Garrop comes to the Director Institute with a combination of small and large business experience. After having studied law, George then found passion in chocolate manufacturing, building a business with facilities in Sydney and Shanghai. Moving to a growing coffee chain, he built retail and operations skills in Australian shopping centre based outlets before moving to Nespresso, a business unit of Nestle. Initially as Head of Sales for Australia and New Zealand, then promoted to General Manager of the Nespresso Business in Korea, he led these businesses during periods of intense growth. On his return from Asia, George joined Torrens University Australia as head of the Business School, aligning products, building teams and delivering high growth during a hyper competitive period in the higher education sector.

With a wide network and collaborative style, George believes in the adaptability of the Australian management mindset to international business. At every opportunity, he likes to ask a different question to see if there is a different solution which hasn't been discovered.

George is a graduate of Macquarie University as well as having studied at the London Business School and Torrens University.



## FEATURE INTERVIEW

# Ali Brown

Ali Brown is one of the most recognised 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.

I have personally followed Ali for many years, her insights are laser sharp and it is an honour to have her as part of our International Advisory Board. Earlier this month we asked Ali if she'd mind sharing more about her own journey and personal insights on Entrepreneurship with our members.



**For those who haven't met or heard about you, do you mind sharing a bit about your career, and the journey you've taken to get to this point?**

I love sharing this story, because I think many people feel that to be successful you have to have this carefully thought out plan – with a complete vision mapped out. For me, that certainly wasn't my experience.

Back at school I was always envious of friends who would say with certainty - "I'm going to be a doctor" or "I'm going to be a lawyer, and I'm going to get married and have two kids and a dog". In contrast I was all over the place.

I was very creative. I got good grades. I knew how to play the game, but I was also always very restless. I went to a school specialising in Communications, which I loved, because I got to try everything. I was doing writing, and journalism, design, animation, and public speaking, and I really loved the variety. But I kept wondering where I'd find a job where I'd get to do all this great stuff. It's quite amazing because today I do all of those things as part of the career that I've created.

When I got out of school, I got my first job as a secretary paying \$17,000 a year and realised I was in for a rude awakening. I had about six different jobs in six years, and remember feeling like there was

something wrong with me, as it wasn't delivering what I'd hoped. In the end, I realised that I was supposed to be an entrepreneur.

My last job, which I loved, was with a small ad agency in New York. It was an office set-up with only 10 people, which meant I ended up doing lots of everything. The pay wasn't great, but I remember being so excited to be involved in so many things. I'd speak to clients, and then figure out how to design an ad. Then, if the bosses were out, I would get on the phone with the client and talk to them, and feel so important in the process. Then, I'd have to fix the fax machine, and get coffee.

I remember the moment when my awareness shifted. There was a freelancer named Eric who used to visit the office regularly. He was always talking about the holidays he'd been taking, and seemed to have a freedom with his work that I could only dream of. One day I asked him how he did it?

Up until that point I hadn't really understood how freelancing worked. I had no idea that such a profession existed. He explained to me that with my copywriting skill set I could have this freedom as a freelancer, and about four weeks later I quit my job at the agency. I thought I'd found the 'big dream'.



I was in for a big shock. I had to learn quickly how to market myself, and run a business, but quickly learned that the best place to find clients was to target agencies needing part-time copywriters. I just went through the phonebook, walked in the door of these places, introduced myself, and gave them my portfolio. It's funny, these days, that's something most people seem scared to do!

While technology has made things simpler, and more efficient it has also given people the excuse to hide behind their computer. No one wants to talk to anybody anymore. At the end of the day, you can't get away from the fact that we're human beings. You need to communicate.

I think that was such a good beginning for me, because I learned how to introduce myself, and give a good handshake. I was always nervous, but I had to do it. I wasn't going to go back to my old career with my tail between my legs.

#### Did you ever have a plan B if that didn't work out?

I think it's good, sometimes, not to have a plan B. The turning point for me was when the Internet really started to take off.

I sound so old saying this, but at this time AOL was just starting to gain momentum in the US. At that time I decided to start a little email newsletter with a list of about 10 people, which included my parents and my cat. I'd ask everyone I met if they wanted to receive my newsletter.

That newsletter started to get me business, and then people started asking me how I was marketing with a newsletter. I caught on pretty quickly and decided that I'd share what I was doing. Then, quite literally, I bought an e-book on how to sell e-books online, and then wrote an e-book.

From that point on my path has always been focused on listening for clues in the market, learning about something new, and then teaching it.

It was an unusual type of business to evolve, but eventually, I found I loved the teaching and the coaching so much that I stopped doing the service part of the organisation. Our business continued to grow and by 2009 we had built a Fortune 500 company.

Over the years the organisation has morphed and changed. We've had years where we've made millions with a team of 20 people, producing over 10 events per year. At some points it was a true 'rockstar' life. Then, a few years ago, I had my twins, and the great thing about being a small business owner is that you can change when you want to.

Since those days, I've shifted my model. Now, I typically work with female entrepreneurs, or owners and CEO's, who want to work on their profitability, their leadership, and their marketing.

#### What have been the keys to your success?

Well, as women, we're at this interesting point right now. Our courage has not caught up with our opportunity.

## Top tips for Entrepreneurs

### Work your numbers.

I know that sounds like Biz 101, but so many people are thrown for a loop, so you need to do some research.



I've seen some people launch businesses without even being aware of what their costs are. Doing that basic homework to map out expenses, how you can keep costs to a minimum, how can you get profit coming in, how can you get clients to pay in full and get a cash influx up front – these are all important.

### Be flexible – and be ready to change!

I was recently invited to attend a major corporate event where a top C-level exec from J&J was on stage. He was talking about their R&D budget, which was \$6 billion a year in research and development. Even with that kind of budget he admitted that they still didn't know if something would work until it was actually on the shelf.

I think that's important for entrepreneurs to realise. Even with all the data, testing, launch analysis etc. you need to be ready to make changes and shifts quickly and say "Wow, you know what? They don't actually want X, they want Y", or, "We thought they'd pay this, but they really only want to pay that." It's a constant dance.

I think that's what disappoints some people. They start a business with a particular business model in mind – it's all planned out – and then the whole thing gets turned upside down.

I think that's the fun part. I enjoy that, but that's why people like me, the creative entrepreneurs, usually need a business partner or someone in the background, balancing things out, watching the numbers, giving you reports. So that leads me to the next piece of advice.

### Surround yourself with good people.

I speak to a lot of amazing female entrepreneurs as part of my 'Glambition' pod cast, and what I've learnt is that they always surround themselves with really great people. Not just yes-people, but people who get them to think differently, and who have different skill sets.

It's important to find that core team, but know that there will be ongoing changes you'll need to make. It's unusual for me to have the same core team over many years. Typically, when you're going through growth and a lot of change, the team that you had before won't be the team that will get you to the next level.



We actually need to understand that, physically, in our bodies, we're more wired to feel fear. When I learned this, it was such a relief because I always thought it was just me - that I was just a little neurotic.

For the first time in recorded history, we're at a point where as a woman we are not owned by anyone. We have equal rights and have the same opportunities as men. Our DNA however hasn't caught up and we're still wired in a certain way. We are wired to want to be pleasing to others, to be liked, to be part of the tribe. And, as long as we don't stand out too much, we feel we'll be safe.

Recently, here in the US with the election, it's been crazy. All sides have gone crazy. You can't post anything online without someone writing something totally vicious, and mean, and weird. And when someone writes something like that, you feel it in your body. I've stopped and considered that feeling - and it feels like danger.

There have been studies done on this. We have to understand these feelings, and become aware of them, because most often, we're not aware. We just shy away from opportunities or challenges, because of fear.

#### How do you advise people in leadership positions to deal with this fear?

You need to really question - "Am I really in danger, right now, or is it all in my mind".

I'm spending a little time on this because, honestly, it may take several conversations, but what so many of the women I work with come to realise is that there is usually an inherent fear of failure, or a fear of what people will think about them, or say about them.

If you keep digging deeper, then they realise, "Well, this is really nothing." You're not going to end up on the street. People bounce back all the time from all kinds of situations.

You have to realise that it's not real. If you're in a situation where you're going to be endangering your family in some way, then you have to be smart about risks, but most of the fear that limits us is the result of stuff that we make up in our own minds. Understanding this myself was such a revelation. It made me feel so much better when I stood back, and analysed why I had those feelings of failure - and it helped me recognise that it was holding me back.

#### What is the big thing that business leaders can do to drive forward their career?

"The bottom line is that to be successful - you must be flexible".

I think the biggest thing I've done, that has moved me forward faster than anything else is what I call leaping versus ladder climbing. We've grown up learning to take things one-step at a time. In school, we have first grade, second grade, third grade. Even in college, we go for a certain number of years. In traditional

"No one wants to talk to anybody anymore.

At the end of the day, you can't get away from the fact that we're human beings. You need to communicate".



companies you start as an assistant or an apprentice, and then you work your way up, and then there's years and years of waiting for your turn to, essentially, be invited to step to the next level.

When you work for yourself, we usually go about it the same way when, suddenly, we come to realise that there are no rules. Women, especially, are often waiting for permission for something, from someone (who doesn't really exist) to do what they do. Deciding to go launch your first web company, or start a business, or even just launching something in an industry that you don't have a background in, but you know that you can make a change in - that's taking a leap.

Over-thinking and over-planning actually kills opportunity.

It's very counter-intuitive, because we grow up thinking, "We need the plan" - as if that will be the answer. But the world is moving fast. If you're sitting there mapping out the perfect business plan for years, that opportunity is going to be gone.

"I think it's good sometimes, not to have a plan B".

You need to allow yourself to be creative and focus on 'What if ?' without focusing too much on the how.

This is the magical part that I love. Once you get clear about what you want to do, and who you want to be, the details start filling themselves in, and opportunities appear.

#### There is a growth in female entrepreneurs around the world, however funding for businesses is still heavily skewed towards organisations founded by men. What advice do you give women who are looking to secure funding to drive their growth?

It's interesting, just over a third of Australia's business operators are women

(34 per cent), and 38 per cent of new business in the US are started by women, but only about three – six per cent of those founders currently receive VC funding.

I don't have an answer for you around the VC question – although I have no doubt it relates to a whole range of issues that include unconscious bias, a woman's confidence and old paradigms. There are so many factors there to consider. However what is interesting is that 65 per cent of all female-led tech startups in the US reached their funding goals via a crowdsourcing platform, versus just 30 per cent of male-led tech start-ups.

What I love about that statistic is that it shows how a problem always has a solution.

When you don't have resources, the answer is to get resourceful. That's my attitude in every situation. That's what I coach my clients. If there's something they're doing, or an angle they're taking that's just not working, I'm like, "All right, step back. What can you change? What are the other options there?" There's always another way.

That is fundamentally what innovation is. A lot of innovation happens because of roadblocks that get in the way. My friend, Kara Goldin owns Hintwater – a drinks company that creates pure fruit infused water. I don't know if it's been released in Australia yet, but she took on Coke and Pepsi with her product.

"Over-thinking and over-planning actually kills opportunity".

That business started because Kara was drinking eight diet Cokes a day, and realised she was addicted to soda. She needed something to drink, but hated plain water. So she started creating the product in her garage, and then went to Whole Foods directly – learning as she went. She didn't

know anything about running this type of business, but it was born out of wanting a solution to a problem. She created the product that she wanted to exist. When women do that, especially, I think they're unstoppable, because this is how we naturally work, especially those of us with families. If there's something not working, we have to figure it out.



**You work with a lot of organisations as a mentor and advisor. How do you assist entrepreneurs?**

I think it's vital to be clear about what your strengths are – and equally clear about what aren't.

Typically I help the creative entrepreneur who is building a scalable business – helping them to do that without imploding! I focus on their Marketing strategies, profitability and at a personal

level, work with entrepreneurs on their own awareness and learning. As an entrepreneur you have to become someone different to take a business to the next level.

**What advice would you give to people who want to step into an advisory role?**

Pick, three key areas of strength and skill that you know you can help someone with. If you're not clear on that, then you're not going to be clear on giving the advice. Having the experience, and the confidence, and the credibility are all equally important.

"Our courage has not caught up with our opportunity."

**What do you think are the big challenges for entrepreneurs to get a handle on in the next 12 months?**

I think it is important to pay attention to what's going on, and look ahead. You want to know where you think things are going, in your region, in your industry, and you want to understand the impact of the prevailing market conditions - what people will be wanting, and not wanting. What are the trends? Are you aligned with them, or are you bucking them?

The companies who aren't paying attention are the ones that won't be around in years to come. There are some industries that are changing quickly – like media, transportation, or anything to do with technology. And there are others where change will happen without us noticing it. You may not be able to read every piece of news available, however make sure you pick up a business magazine regularly and keep aware of trends happening. The bottom line is that to be successful – you must be flexible.

The good news is, the smaller your company, the more flexible you can be. The big companies take forever to change, and that's why they find it hard to stay competitive. Here in the United States, the automotive industry had their heads in the sand. They just keep putting out their tin cups hoping the Government would sustain them. They weren't paying attention and weren't innovating fast enough.

Small companies have the freedom to be creative and flexible. We can shift and change, and provide solutions to the markets problems. If you are a small business in an industry – then you need to be aware of the opportunity that this brings you.

**What do you see as the most important traits of successful entrepreneurs?**

I think it vacillates between extreme optimism, and extreme realism.

We need to enjoy the adventure. There's no destination anymore. You used to have a career track, or a set business plan, with a clear goal - and I just don't see that happening anymore. Even the women I know who launch larger companies, there's a lot of zigzagging. A lot of turnarounds, and exciting developments and setbacks. I think we need to listen to each others' stories and remember that we each have the opportunity to create something, and it's about the person you become in the process – and the people that you help on the way.





FEATURE ARTICLE

# Alec Bashinsky Innovate or Die - Building a Workforce for the future.

Alec Bashinsky has more than 30 years' experience in global talent transformation and innovation in professional services, technology and retail sectors, and is credited with rapidly turning around the poor fortunes of Deloitte, using key people strategies to triple the company's revenue and instigating gender diversity initiatives. This month Alec kindly agreed to talk with us about the challenges of innovation, and the changing shape of our Workforce.



**Alec, Deloitte has acquired a number of technology start-ups such as Mashable, The Explainers, and Sixtree, over the last few years. How have you integrated those various organisational cultures into Deloitte?**

I think it works two ways. As a company, we've been doing innovation to ourselves for many years now. As an example, some years ago we brought out two professors from Stanford to spend a couple of days with us, and we put about 400 executives through a program around design thinking. We then brought them back and put another 400 executives through a similar sort of programme.

On top of that, our CEO and our executive team are very geared to driving innovation, or creating disruption across the organisation. I think we are extremely conscious that if we don't innovate and our business model and structure remain the same then we, like many other companies, risk becoming irrelevant as 2025 comes along. I only need to cite places like Borders and Blockbuster to illustrate that example. Innovation is built-in in the way that we do things.

**How do you instil that type of culture in the organisation?**

We offer various incentives to our people to innovate. As an example, we have an innovation council and encourage employees to put ideas forward. The idea could involve a start-up piece of technology, it could be a new product, or it could involve a different way of doing things. The council reviews all of the ideas, and then provides up to \$10,000 micro-funding at a time for

the employee to incubate the idea, and to go out and build the idea to see whether or not it can actually work.

As an organisation we are quite extreme in the way we challenge our processes and our strategy. We are very cognisant that we need to move with the times to remain relevant.

**Over the years you've experienced a lot of change in your industry. How have you navigated that change?**

I think I've always challenged the status quo, even in my younger days. I've always asked 'why' or 'why not'. I don't like working with people who continue to put roadblocks or barriers in the way of progress or who stop you from doing things.

Sometimes that's been to my detriment, but I think, invariably, I've always tried to push that envelope because I think if you don't stay ahead of the curve, whether that's business, technology, or process, you risk becoming second, you risk losing market share, you risk losing talent. I've navigated that, and in that context, I've always been focussed on trying to drive change.

A lot of organisations don't move forward. They have people who are process leaders and authoritarian box-tickers and that is not something that I've worked with. I think the tech industry over the years has always looked to do not just innovative things, but also streamlining and automating the process.

I'm a great believer that we should always look to improve things and make

them more efficient. If there's a six step process in a framework, how can we shift and it down to four? Can we automate some activities? I think the real value, particularly for HR teams is actually working with the organisation to help solve business issues and to make processes more efficient, which unfortunately many HR teams simply don't do.

Innovation, to me, is pretty cool.

Ever since I was working at Cisco, I've travelled regularly to and from the U.S. I've only just recently returned, and again – spent some time in San Francisco before coming home.

Every time I'm there I search out the new start ups to find out what is happening, what ideas are coming through – and what might be relevant to the businesses and industries that we work with. Here's an interesting one. I came across a diversity spell-checker organisation. Think of a spell-checker, in the grammatical sense, well, think about it from a screening of the correct terminology in a diversity context.

I think you've got to stay up to date with what's happening. That mantra just doesn't apply to HR - it also applies to business.

From an HR perspective, my big focus at the moment is in creating a Workforce for the future. How do we pull talent pools together to satisfy our client needs either locally or globally.

**You currently sit on a number of boards. As one of the most recognised HR leaders in the country what are your thoughts about the lack of HR present in the boardroom generally?**

“You don't get genuine, sustainable change through quotas.”

I hear a lot of HR leaders or HR directors in general whining about the lack of HR representation at the board level. I look at it differently. Boards need to be looking at the calibre of individuals, their experiences, and the results they've delivered. Being an HR director for an ISX top 200 in itself, isn't necessarily the relevant thing.

Directors need to show that they have made an impact, that they are business focused, that they can innovate. Those are the skills and capabilities that boards need.

My view is that some of the HR Directors don't make an impact, they don't deliver outcomes and their impact on the organisation is poor. And, if that were the case, why would a board consider bringing you in with that track record. You're better off focusing, as an HR leader, around innovation, around change management. Think about the people dimensions and what outcomes you can bring to the board role.

On my first board role, I spent more time helping the organisation define its strategy, defining where they should and shouldn't play, what they would and wouldn't do and then how they would go to market.



If you listen to those descriptions, they don't necessarily form part of a traditional HR director's role.

You've got to build that business experience, but I think the biggest issue, to answer your question of why HR isn't better represented is that there are far too many HR directors that just don't understand the businesses that they're in.

**How has the recruitment process at Deloitte changed over the years?**

Well, if you think of it from a broader perspective, the days of just hiring accounting and commerce graduates from the top universities are well and truly long gone.

We now recruit graduates from science, engineering and technology - graduates from a range of different disciplines. We're really looking for people who demonstrate good, basic cognitive thinking and are able to adapt in today's environment.

We do more advisory work and consulting work these days than we used to do, so I think the role of the graduate has changed. The undergrad stream that we look for has changed, and the impact that the people have has also changed. We are now taking lateral hires from a whole range of different areas, the banking industry, the mining industry, and the health industry. There's so much more diversity being added to what is already a fairly rich cultural palette, so the change is quite significant.

**As a non-executive director of the diversity council, there's always talk around what diversity means, and in most instances a lot of print is dedicated to gender diversity. What are your thoughts on diversity, both at the executive level of organisations and in the boardroom?**

I think we are making change slowly at board and executive level, but you read enough media articles and you look at the government workplace agency for gender and equality (WGEA) and even their metrics are showing that the change is slow.

I think what we're still seeing diversity managed at an organisational level in 'a



ticking of boxes' style approach, rather than looking at an organisation more broadly, at both the executive and the board level and then driving the whole concept of diversity forward through-out the entire organisation.

Deloitte started this back in 2005 when we recognised that the number of female partners we had was totally inadequate. Change takes time - you can turn around and make appointments quickly, and that fixes your immediate numbers, but that's not sustainable.

*"if we don't innovate and our business model and structure remain the same then we, like many other companies, risk becoming irrelevant as 2025 comes along"*

We took time to understand what the issues were at all levels of the organisation. We looked at promotion cycles, hiring cycles and then started to drive a pipeline of development. As an example we saw that we needed to develop a pipeline of female leaders, and provide mentors and opportunities in order to get the balance right.

We've even had push back from some of our men. However our numbers show that there's not a problem in promoting and developing men, so we've continued to address the issue.

I think the diversity of a board is critical. There needs to be a more sustainable approach to driving diversity at board and exec level rather than a set quota

focus which tends to drive a 'tick the box' mentality. You don't get genuine, sustainable change through quotas. As I mentioned earlier, you've really got to understand that diversity, it could be cultural, it could be indigenous, but certainly gender, is applied in two elements. It's a business play, which is critical, and it's a talent play.

**How do you ensure that you're able to build executive and board level teams with gender diversity – without the need for quotas at the top?**

You've got to have the programmes and the frameworks in place in order for that to succeed. Having said that, I am a big believer of targets within business units to build a pipeline. Targets enable you to dissect your business, by business unit and by sub-business unit, which enables you to identify the problem areas. Yet many leaders continue to provide excuses why there's not enough gender diversity talent in their group.

I have to say; I've heard all the excuses and none of them cut it. Part of the success of what we've done has been as a result of building talent pipelines along the journey to address our issues.

You don't just go out and say, "I'm going to build an executive team with 50% male/female." You've got to understand where you are today and what you think is achievable, because there's nothing worse than setting out a target and then not achieving it.



If you build in quotas and targets at the bottom rungs of the business – and stick to a pipeline agenda, then you build the talent internally, enabling you to sustain gender diversity and increase your gender diversity mix as you move forward. Providing you have the business leaders who get the importance and can drive this forward.

As an example, we hire our graduates almost 50/50 male and female. We'll look at promotion cycles, and will naturally review male to female promotions as well as male to female remuneration at job level. Then we'll identify high potentials at manager level.

In order for women to make partner, we need to ensure that we have equal representation of men and women at that mid-range management level. Where we don't have equal representation, we have a targeted strategy around what we're going to do to build a pipeline of talented female partners.

We've appointed some of our female directors to partnerships while they have been on maternity leave and we have lots of female partners that go out on maternity leave while still a partner. If you were to go back ten years ago, those sorts of examples would have been unheard of.

**How important is it to have mentors available to help develop talent?**

*"Directors need to show that they have made an impact, that they are business focused, that they can innovate."*

I think it's very important. But – it's just as important for the mentee to understand what they want to get out of the relationship.

Let me give you an example of that. People will come to me and ask me whether I'd consider being a mentor to them, and I ask them exactly that question.

"What do you want to get out of this?"

If they want me to problem solve for them, then the answer is no. But if they want a sounding board, or if they want career advice, or a conversation along those lines to provide realistic advice around what is, and isn't possible, then that to me is what being a mentor is all about.

**What are your tips for HR executives who are interested in starting a board career?**

**1. Diversify your career by industry.**

If you're in professional services, think about communications. If you're into communications, think about energy and resources. It's important that you are offering some diversity or industry role and expertise to that board.

**2. Demonstrate how you can add value to a board.**

Is it great M&I experience? Is it great business or HR transformation? Is it that you'll be able to build a strategy and deliver outcomes? Those sorts of things are very relevant to a board.

**3. Start out with a smaller not for profit board.**

Build your confidence and experience there around board mechanics and

board formalities.

**4. Look for a board with a strong and experienced Chair.**

You'll learn a lot from the team around you. Ensuring you join a board with experienced Directors and an experienced Chair will be of enormous value. I would also consider doing some kind of formal governance training whether that is at the AICD, or Director Institute.

**5. Learn how to read the financial papers.**

As a board member you will probably belong to a range of subcommittees. It may be an IT subcommittee, or an HR subcommittee. You'll be regularly looking at financial statements, P&Ls, strategy documents. If you're not dealing with that as an HR practitioner, you need to build that expertise.

**About Alec:**

Alec Bashinsky has more than 30 years' experience in global talent transformation and innovation in professional services, technology and retail sectors. He is passionate about creating high-performance teams and supporting them with the intelligent application of technology. Alec is credited with rapidly turning around the poor fortunes of Deloitte, using key people strategies to triple the company's revenue and instigating gender diversity initiatives.



As CHRO Australia and Asia Pacific Regional Talent Leader for Deloitte, Alec is responsible for driving a high-performance culture, building leadership capability and embedding organisational culture and employee engagement. As Human Resources Director, Alec rebuilt HR teams globally with Deloitte, Cisco, Peoplesoft and Toys R Us.

Alec serves as a non-executive director for the Diversity Council of Australia and is a member of the Advisory Board for I-Lead at the Australian Business School UNSW. He is also a non-executive director of HR Onboard and a board member of the Deloitte Foundation. Alec sits on the Deloitte Global Talent Executive and has advised a range of Australian organisations, which span from start-ups through to large established companies.

Alec is one of the few HR leaders considered both an innovator and a pioneer for talent strategies. His recent, highly acclaimed work includes Blowing Up Performance Management, a global project that he leads for Deloitte, and delivering business outcomes in Shaping the Workforce of the Future, also for Deloitte. He has twice been awarded HR Director of the Year and also Human Resources Leader of the Year. Alec and his team have been recognised externally by the numerous awards they have achieved over the years, including HR Team of the Year and Employer of Choice for Gender Equality.



## EXCLUSIVE OPPORTUNITY

Investor & Advisory Director | NSW | Technology | Paid



Director Institute has been mandated to exclusively seek expressions of interest for a number of Advisory Board opportunities with this exciting last-mile delivery solutions organisation.

Sherpa is a last mile courier market place that enables you to deliver anything locally, or request immediate pick-up of items and get them delivered within 2 hours. Available in Sydney, Melbourne, Brisbane, Adelaide and Perth.

Through SherpaFleet; a delivery and driver management software as a service platform (SaaS) we help businesses manage their fleets and access the inventory from other fleets, while also sharing their own. This creates a more efficient and effective last mile solution for businesses overall, disrupting the principle of owning the driver.

This is Sherpas second product in a clear roadmap to a full stack last-mile logistics solution. Prior to this Sherpa has spent the last 18 month executing on a national on-demand and same day crowd sourced fulfillment solution.

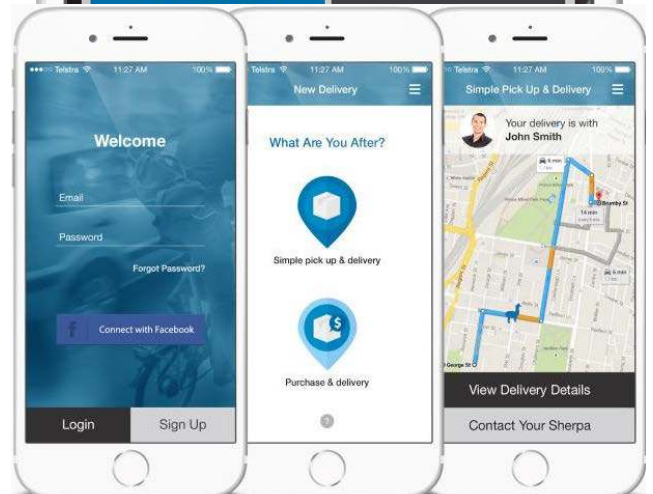
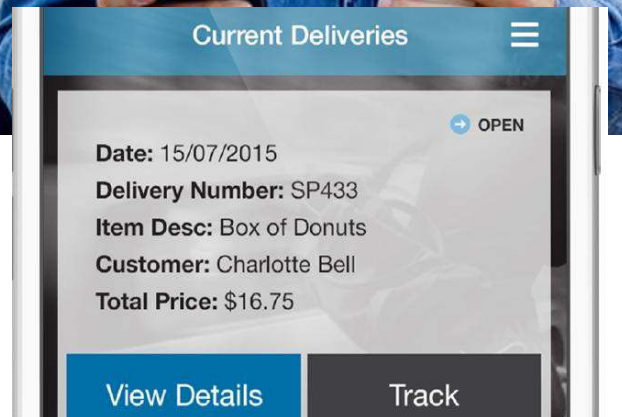
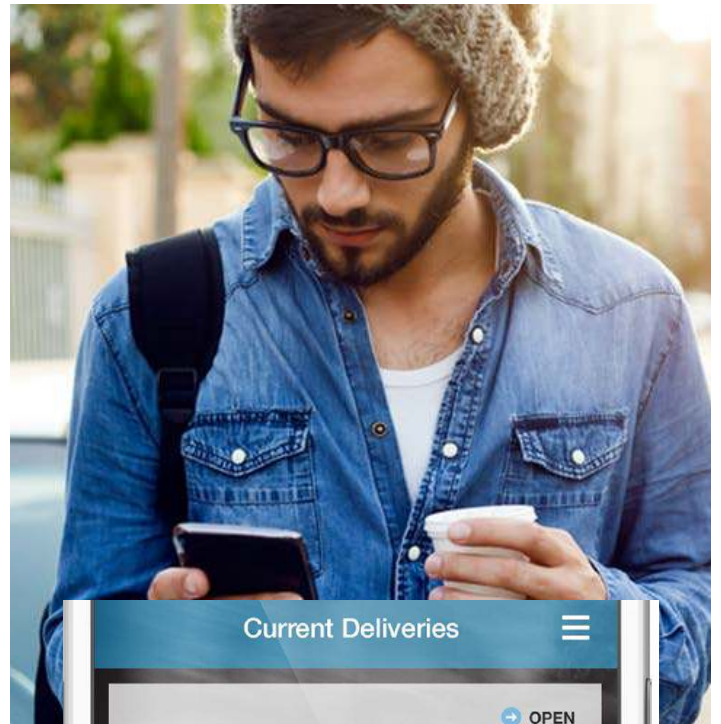
In that time Sherpa has scaled nationally to six cities, has nearly 5500 drivers approved and available, 22 000 users and completed 125K deliveries.

Sherpa has a large contingency of national retailers/brands that use its technology, including: Dan Muprhy's, IGA, 7-eleven and Roses Only.

We are currently seeking directors with experience in:

- International growth and proven ability to take businesses onto the global stage
- Commercialisation and capital raising
- Logistics, technology and CTO level capability

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





FEATURE INTERVIEW

# Is Australia an Innovative Country?

When thinking about innovation, many investors don't immediately think of Australia. But Australian based innovators have been responsible for a surprising number of inventions that the world depends upon – from the black box flight recorder to WiFi and the Bionic Ear.

Over the last couple of decades however, innovation had fallen off the radar to some degree. As a result, talented Australians have moved overseas to pursue innovation opportunities elsewhere. Moreover, uninspired tax policies have hindered, rather than helped, start-ups and innovative companies.

Fortunately over the past five years, the tide has turned and the seeds of an innovation ecosystem have taken root, based around key population hubs. Business incubators and accelerators backed by significant Australian and global organizations are encouraging innovation and partnerships across industry and academia.

At the same time, government thinking seems to be changing, and in December last year, Prime Minister Malcolm Turnbull confirmed innovation as a key economic mandate and outlined a number of initiatives aimed at supporting current and future Australian based innovation.



We spoke with David Gelb, Global Head of R&D for KPMG who provided some insights around the financial grants and incentives available to Australian companies and subsidiaries who invest in R&D.



David, tell me about your role at KPMG, and the R&D division you head up.

I lead KPMG's R&D practice globally and am privileged in being able to assist companies (including startups, SME's and large companies), to create opportunities to invest in innovative products and processes, which ultimately contribute in a positive way to the betterment of our society.

In fact, our R&D practice at KPMG was a 'start-up' and I am proud that it has continued to grow. We have created a unique multidisciplinary team of not only accountants, but also engineers, scientists, and PhD's across multiple technical disciplines.

**What are the benefits of investing in R&D for organisations?**

Investing in R&D is critical for the growth of an enterprise, particularly in the

modern world of rapid disruption. There is clear evidence that organisation who invest in R&D are more likely to grow than those who do not.

However, given that the benefits from R&D might take some time to eventuate, there is a fundamental need for governments to support companies financially throughout the R&D phase of their operations.

**What incentives and grants are available for Australian businesses?**

The primary Government incentive for industry is the R&D tax incentive, which provides \$3b annually to companies in all industries. Any company that embarks on R&D initiatives is potentially entitled to funding and it's a program that has delivered great benefits to the Australian economy in terms of employment, export enhancement, import replacement, as well as accelerating our global competitiveness.



#### What size grants are usually given at the company level?

A 'start-up' or SME might typically receive \$100,000 - \$500,000 per year. It depends on how much is spent by the company on R&D. There are over 50 countries globally that have an incentive regime similar to ours and, therefore, there is a real battle competitive across the world for the R&D dollar.

#### Are these grants and incentives only available to Australian owned businesses?

No. An Australian based subsidiary of an overseas company is also entitled to claim which is of real benefit to our economy. With increased globalisation, corporations have a choice on where to locate their R&D investment. With Australia's competitive disadvantage in terms of remoteness and higher cost base, it's incredibly important that we have incentives to attract international investment in R&D.

#### What are some of the challenges that organisations might experience in preparing to access available grants?

The key challenge is gaining certainty in an environment of constant Government policy changes.

Administrative barriers imposed by Government agencies may also deter companies from investing in R&D.

Companies also face challenges in understanding how to identify a reputable adviser to assist them with their applications for Incentives.

#### What is KPMG's R&D Edge?

R&D Edge is a technology solution that streamlines the process by which a company can record its R&D projects and related costs. It is a 'real time' solution, which adds value to organisations by assisting compliance with regulations and improving efficiencies of claim collection. It reduces the overall compliance cost from a company's perspective.

#### There is some talk of changes being made to the R&D tax incentive program?

There is yet another Government review of the R&D tax incentive and it is clear that there are a variety of views in relation to how the shape of it ought to look on a 'go forward' basis. Most industry bodies are urging the Government not to undertake wholesale changes or cuts to the R&D incentive. Given that we have a relatively mature regime, which has been successful, any modifications should only be implemented with appropriate industry consultation.

It is acknowledged that there are competing interests of Industry policy versus the cost to Treasury, as well as Industry and Universities.

Notwithstanding this, Australia is at a point where it needs a stable R&D policy focused on strategic growth, rather than substantial change.

#### About David Gelb

With 25 years of experience on R&D tax incentives, David Gelb is the Global Head of R&D for KPMG. His global role has involved communications with tax and industry policy officials in many countries regarding their respective R&D tax policy matters. David has also been KPMG Australia's representative for the KPMG Enterprise Global Innovative Startups Network, since 2014. He leads the Innovation Practice for KPMG Australia's Tax & Legal Division and was appointed to the Board of KPMG Australia in 2015. David's experience working with startups includes: high technology, fintech, agritech, IT and digital companies.



## UPCOMING EVENTS

### MELBOURNE BOARD LUNCHEON

1st February 2017 – Members Only Event

#### Are you accessing R&D tax incentives that are available for your industry?

Join us for our next Director Institute Directors Luncheon, which will be hosted by David Gelb at KPMG's offices in Melbourne.

David Gelb has 25 years of experience on R&D tax incentives, and is the Global Head of R&D for KPMG. His global role has involved communications with tax and industry policy officials in many countries regarding their respective R&D tax policy matters.

David has also been KPMG Australia's representative for the KPMG Enterprise Global Innovative Startups Network, since 2014. He leads the Innovation Practice for KPMG Australia's Tax & Legal Division and was appointed to the Board of KPMG Australia in 2015. David's experience working with startups includes: high technology, fintech, agritech, IT and digital companies.

When: February 1st, 2017 – 12.30pm – 2.30pm

Where: Level 36, Tower 2 Collins Square, 727 Collins Street Melbourne.

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

The Luncheon includes 2 course meal, and coffee & tea.

**Member Only Event.**

Limited to only 16 members.

**BOOK NOW!**

### WELCOME TO THE BOARDROOM MASTERCLASSES

Perth 8th February 2017 - Sydney 22nd March 2017

#### 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.

#### Kick-Start Your Board Career

Kylie Hammond and Sonia McDonald 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!**





SPECIAL EVENT

# An evening with Ali Brown

Award Winning Entrepreneur & Business Guru -  
22nd February 2017 | Sydney

Join us for drinks, canapes and a Q&A with Ali Brown - the world-renowned entrepreneur coach & mentor, and advisor to Director Institute.

Ali is a champion for female entrepreneurs and business women around the world. As an important member of our International Advisory Board, Ali brings significant knowledge and expertise to the Director Institute helping us to enhance our member offering and position ourselves for expansion across multiple markets.

Join us on the 22nd February, for drinks, canapes and an intimate Q&A session with Ali where she will answer questions about her career to date, entrepreneurship, and what it takes to build a successful global business.



#### 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".

**Where:** Royal Automobile Club -  
Macquarie Room

**Time:** 5.30 - 7.30pm

**Q&A:** 6 - 6.45pm

Drinks and Canapes served before  
and after Q&A.

**Cost:**

\$30 for Director Institute Members

\$65 Non-Members

[Click here to secure your seat.](#)



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THOUGHT LEADERSHIP



## Making the change from Executive Office to the Boardroom

Interview with  
Director Institute Member Peter Struck

Over an impressive 30-year career both in Australia and overseas, Peter has led large multinational and Australian retail and wholesale organisations through major transformation programs. Most recently as CEO of Metcash Convenience, Peter was responsible for optimising the performance and contribution of this \$1.7 billion a year enterprise. Most recently Peter has made a step-change in his own career, moving from CEO to multiple Board Director and Board Advisory roles predominantly in the SME space.

**Peter, can you give an overview of your career to date, and what led you to commence your board career?**

I've been fortunate to have had a great career that has given me the opportunity to live abroad with my family, and work in a range of organisations managing major transformational change.

For me, making the decision to leave the corporate world wasn't one that I'd particularly planned. At the time I made the move, I was the CEO of Metcash managing another major transformation project which involved developing a customer centric culture – something that I'm very passionate about. The role was based in Sydney, and while I lived in Melbourne, I would commute up to Sydney every week, and would fly home on Friday nights to be with the family.

During this period my wife unfortunately suffered a health crisis and became unwell, and a good friend tapped me on the shoulder and asked me if this continued commute to Sydney each week was the smartest thing I could be doing.

I must admit, that was a very sobering moment and the conversation led me to question the lifestyle decisions I'd been making. Not long after I made the decision to leave Metcash to be closer to my family.

At that time I started to investigate opportunities to get more involved in boards and advisory board roles and Kylie Hammond at Director Institute

was actually one of my first stops, as were some other colleagues who were sitting on boards.

**What was the most challenging aspect of making the career transition into the boardroom?**

From my perspective moving into new networks was definitely the most challenging thing. I had very strong networks at the big end of town but needed to find a way to build meaningful networks and connections in the smaller end of town.

It can be very daunting – much like standing on one side of the gorge – looking across and trying to work out how to get across.

In my case I joined forces with a partner who had an accounting background who had worked with hundreds of SMEs. That was my first step to make new introductions, and we worked together to develop a model for SME's who didn't have either a business plan, or an advisory board. We weren't targeting SME's who already had an advisory board; but were focused on businesses that needed us. Our pitch was very clear - If we could assist you to realise your dreams via a couple of basic tools, the primary tool being a business plan, and then if we supported you to implement that business plan via an advisory board, would that make a difference to you?

Then we started to reach out to organisations via a range of mid-size accounting firms with strong SME client bases. While the accountant has the

financial skills, they may not have the skills to build a business plan. We were able to demonstrate the value of what we could bring their clients, and more often than not, the accountant also got a seat on the advisory board.

**What were the steps you needed to make to get your first board role, and how long do you think people should expect it to take?**

Building my board career has been a full time job. Understanding the importance of getting networked has been crucial, as has the realisation that I needed to further develop my own skills – in particular my selling skills.

Kylie has been instrumental in helping me to develop my networking skills and has redefined what good looks like. When I first started out I used to think meeting with 2 or 3 contacts would be a good result, but soon realised that I needed to reframe that and began meeting with 8 – 10 people per week.

You've also got to get your own marketing collateral sorted –whether it be your LinkedIn profile, or your Board CV, maybe a one pager that you can move around for various opportunities – and certainly getting the elevator pitch right. It takes practice and you've just got to get yourself in harms way.

“Building my board career has been a full time job.”

Regarding how long it took – that's a really hard question. I started to push out at the end of February and by the back end of June I had my first board role. This was a lot quicker than I had originally thought – I expected it

would take me closer 12 months to land my first role, but having the business model approach in place, and understanding how I could add value to organisations really accelerated that timeframe.

**How did you find organisations you could work with?**

It's amazing – after 30 years in retail I ended up getting involved with aviation. I had a son who was flying and I had an aspiration to understand more about what he was doing.

While my son was up flying for an hour the young flying school founder/CEO would have a chat with me, and as I started to understand his business I pitched him the benefit of having a well thought out strategy and implementation plan. While he had some incredible ideas, he needed to get an advisory board around him – to help him bring the ideas to life.

I really believe that when you put the innovative thinking together with a group of people who have been there before – that you can get a business to it's destination a lot quicker.

This particular founder had no previous experience of working with an advisory board before, but once we were able to explain the development of the business plan, the benefit of developing clear milestones and capability plans, as well as outlining what his business would need to implement, the value of what we were offering became very real.



The process itself started to crystallize a lot of ideas for the founder and it became clear how we needed to move forward, what sort of people are we going to need, what marketing programs are we going to need, what key milestones we'd need to be aware of, forecasted p&l's, balance sheet, how are we going to manage your cash flow etc etc.

I think this process is especially valuable for young entrepreneurs immersed in the business. They understand that these issues are key but often they just don't get the head-space to solve them. So this was his time to get together a small advisory group to work on his business, not in his business.

**What is next for this particular business?**

Since we began working together, we've seen fantastic growth and are now bringing on a 3rd party private equity business to support us further. The small advisory board that we started with will eventually grow into a full board at the conclusion of the sale of this business, and we will go to Non-Executive Director status but will remain pretty hands on Non-Executive Directors.

“Getting your first role will be the hardest step to make. There is no doubt in my mind, that one role leads to the next, which leads to the next.”

**How do you decide whether or not to work with an organisation?**

I remember one of my mentors asking me, why are you doing this?

I think that's the vital question. I realised that I had a real appetite to understand the aviation industry. I also had a great chemistry with the entrepreneur. It can be quite counter productive if you don't have an interest in the industry, or you don't get along with the owner. If those two things aren't in play then you won't have the aspiration to see the project out.

I've also said no to two prospective candidates because I didn't think they

were committed to the program, and there was a chemistry issue. I took the view that I didn't think they were all in and I didn't think it was going to be a happy ending.

That's a tough call when you're looking for that first gig. But – saying no can be as important as getting the first great opportunity.

### Do you miss the corporate world?

No not at all – and I have to say that I really enjoyed my corporate career. But I've found this new career really empowering and I love being able to work with highly energised people who have some fantastic, innovative ideas. When you compliment those ideas with some of the rigour and learnings from your previous corporate experience there is a real value opportunity for the organisations you work with.

I'm still learning. When you're working with SME's in particular you have to learn to appreciate that people's lifestyles are on the line. Whilst you bring a strong commercial edge, you also have need to bring a strong level of empathy and really have a look at the risks that are being taken in a smaller business and understand that people have their livelihoods on the line.

### What advice would you offer other Director Institute members starting out?

Getting your first role will be the hardest step to make. There is no doubt in my mind, that one role leads to the next, which leads to the next. But that first role can be a challenge.

#### 1. Understand Your Brand and learn to Pitch!

When leaving the corporate world as I did, you need to go through your own personal transformation. As someone who was a CEO and Senior Director for years I had to take my own brand and consider what skill set I was going to pitch to the market.

I looked back at my career history and considered what I enjoyed doing, which was mostly about running businesses, and running customer centric



strategies and implementing them. I like to work with organisations that are going through transformation – whether it be a retail platform or a flight school, it is the journey of transformation that I've always enjoyed.

Once you are clear on your brand you need ensure you communicate it – personally, and via your LinkedIn Profile and Board CV.

#### 2. Networking is Crucial

You need to realise that your old networks might not be so useful to you in this new world. So – you need to find ways to connect with new business networks.

Networking is not always about asking someone what he or she can do for you; it's about asking what you can do for them.

#### 3. Build a Peer Group

Surround yourself with peers who are on the same journey – share some war stories, share some techniques that work. That was something that I took away from the Director Institute Masterclass that I attended last year. Each week a small group of us would meet up to share our successes and the challenges we were facing – those connections were just as important as everything else.





## 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
	<b>\$990</b>	<b>\$1,590</b>	<b>\$3,850</b>
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			
Access great rates for DirectorGuard Insurance			
Full Day Masterclass*			

\* Choose from the range of Full Day Masterclass events being held around the country. Check our event calendar [HERE](#)

## JOIN THE DIRECTOR INSTITUTE TODAY!

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



**EXCLUSIVE OPPORTUNITY**



# KimMic International

Kim Chandler McDonald is Co-Founder and CEO of KimMic International, she is a high-tech (FIA - Future Internet Architecture) entrepreneur and globally respected thought leader on disruptive approaches, transformational trends and international business strategies. Together with her partner Michael McDonald they have developed FI@tWorld, which solves many technology issues related to our interconnected digital economy.

## Tell me about KimMic International (FI@tWorld™)

We founded KimMic with the overarching view to being an exponential organisation, which creates transformational technology underpinning the global digital economy.

We were always aware that it was a 'big play'; our aim was to create Tier One (Enterprise) infrastructure technology at a Tier None (SME) cost and capability level.

FI@tWorld™, the technology designed and developed by Michael sits at the heart of a world of interconnected data and devices (the IoT - Internet of Things). When we began the design and development of FI@tWorld™ seven years ago, we were convinced that a data economy was coming and that new, vendor neutral, platform agnostic technology would be necessary to change big data into SMART Data for the data management (DMaaS) dimensions of rapidly expanding volume, variety and velocity. Every organisation no matter their size have systems, processes and applications that don't work together. To make them do so, if its possible at all, is currently extremely difficult and expensive and this is exacerbated when businesses want or need to move outside of their own firewalls to work with external companies and their data. FI@World™ changes that.

FI@World™ is a simple and cost effective solution that solves the challenges of: secure connectivity; realtime data unification of structured and unstructured data, providing search; compliance; auditability; and provenance control - all of which are imperatives in the global, digital economy.

## How did you come to be involved in the organisation?

Michael and I bring completely different, but complementary skill sets to the table. Michael is a technologist with a breadth and depth of business experience. It took all of this experience and acumen to build FI@tWorld™, which needed, full-stack engineering, deep learning understanding, and a complete understanding of business process requirements.

I come from the creative, collaborative milieu - this includes theatre, media, etc. To be honest, the story of FI@tWorld™ is the story of us, it's a love story - it had to be. Because we bootstrapped all of this, we had to be completely

committed both to each other, but also to the outcome. There was no 'half way' in this - we were all in, all the time. That meant 16 - 18 hour days, more often than not seven days a week, particularly in the first five years.

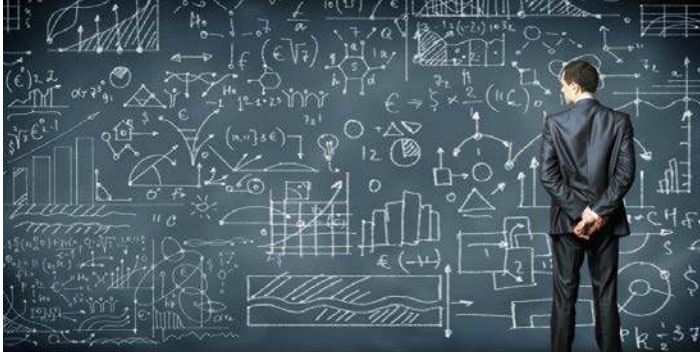
While Michael was writing the code for FI@tWorld™ I was writing books, which brought us to the attention of international thought leaders and influencers - a group of people we knew would be important to us as we neared completion. In fact, one of our Advisory Board Members, David Pensak (who invented the first commercial firewall), was an interviewee in my first book

## Is there anything like FI@tWorld™ currently in the market - how does your solution compare with your competitors?

Well certainly 'big data' is a vast pool where a lot of players are swimming. However, our competitors are all paddling in the same direction: the Extract -> Translate -> Load method - and that ETL method is both costly and complex.



Using ETL you still have to work out: what data to show and who to show it to, then you have to add in audit trails and, of course, then add in encryption. But, even then it doesn't address the 3rd-party, Intellectual Property issues, nor does it satisfy third party auditors. It has to be done for each new data source and each new use/view of the data.... thus the cost and complexity.



The FI@tWorld™ solution solves all of these problems as infrastructure. All you need to do is 'bring-your-own data' and it takes care of all of the complexity of arbitration between the various parties, data 'flattening', sharing, searching, security and auditing. It enables better segregation of duties and control, allows users to instantly integrate the data they buy, and it works with legacy systems. We believe it is exponentially more cost effective than anything else in the market and, because all of the 'grunt' has been taken care of, it allows IT departments to grow from cost centres to value centres.

### What are your plans for the organisation?

Scale globally.

### What Skills or Expertise are you looking to bring into the organisation?

We are looking to bring in expertise around finance, and marketing/PR. That said, with us it is of immense importance that the right person, as well as the right skill, is brought in. I don't mean that we want people who 'think like us', however, we do want to work with people who have the same ethos as we do. We often bottom line it like this: If we wouldn't want to drink a beer with a person, we probably wouldn't want to work with them.

### What have been some of the biggest challenges you've had to deal with as an early stage business?

We were recently asked if we'd been looking for Venture Capital and we smiled, perhaps a bit ruefully, and said to get to where we are now, it would probably be better to have called Venture Capital.

When making 'big play's, where there is a lot of risk or no potential to 'Fail Fast' it is often difficult to gain the attention of backers. This is particularly true when you are 'Capital I' Innovating - you're not building apps but, rather, the platform that the apps run on. We accepted this, pulled up our boots, tightened our belts and went ahead. There was never a question that we'd stop but its a good thing we learned how to run on a tight budget - at a certain point we even made our own bread. You don't get leaner than we were - at one point we had a \$50/week grocery budget - so we learned to make our own bread.

### What advice would you offer other entrepreneurs starting out on their business journey?

Do it. Get lean. Focus. Iterate, iterate, and then iterate some more.

Iteration isn't failure, its fail-ful (full of learning possibilities and potential). Don't be afraid to throw away and start from scratch. Learn from others - read a lot, listen more. Bring your passion to the table; your enthusiasm is priceless!

For more information about Director, Investor and Advisor opportunities with KimMic please contact Director Institute via the Job Board.



Kim Chandler McDonald is an innovation and collaboration advocate and advisor. The Co-Founder and CEO of KimMic International, she is a high-tech (FIA - Future Internet Architecture) entrepreneur and globally respected thought leader on disruptive approaches, transformational trends and international business strategies.

An award-winning author of Innovation: How Innovators Think, Act and Change Our World (2013) and Flat World Navigation: Collaboration and Networking in the Global Digital Economy (2015) Kim currently sits on Griffith University's Enterprise Advisory Board, Knowledge Commercialisation Australasia's Advocacy Committee and the Board of Governors of Frost and Sullivan's Association of Growth, Innovation and Leadership Executives (AGILE), she is also an Academy Fellow of the International Entrepreneurship Academy and a member of the Heads of Innovation Forum.



The Co-Founder and CTO of Kimmic International, Michael McDonald designs and delivers next-gen digital infrastructure, focused on massively scalable and secure platforms for the demands of today and the future. Known as the 'Code Whisperer', Michael is a world leader in lateral thinking and digital disruption, combining tech and

innovative organization to meet need. A 'specialist generalist', who combines deep knowledge of tech, systems and global business he is driven to give his clients a superior business result that can be implemented quickly & effectively. Michael is a full stack engineer, fully conversant in auditing and security controls, strategic and operational planning, budgeting and P&L management.





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THOUGHT LEADERSHIP

# The Boardroom In Crisis

Boardrooms are the epicentre of control and governance so what happens when crisis strikes, is the board prepared for the event, or do they compound the problem?

By Peter Holtmann



I am sharing some of my experiences managing crises in global corporations to help you better appreciate the value a board in control offers the organisation under threat.

Many of you reading this will never have experienced business crisis and may thank their stars that they never will, others will have lived to tell the tale of how much duress the organisation and indeed the directors are placed under by the shareholders, general public and authorities. The mettle of a director is tested relentlessly during, after or post mortem with scrutiny on the value and quality of decisions made.

#### First lesson comes from the Scouts, be prepared.

It's never too soon to practice for a crisis, indeed many **Business Continuity Plans (BCP)** would include the requirement to understand the type of risks faced, the likelihood of its occurrence and the impact if not acted upon. It can result from internal and external factors and impact credit, reputation, strategy, operations and market.

I have entered boardrooms to test the crisis plan and directors are unaware of the presence of a crisis manual, who uses it, how to document against it and when a decision should be made. I have even experienced situations where a director has told the board to "throw out the process as this situation does not fit the manual, we will go with my own plan instead".

Not recommended. A good BCP covers all likely events and some that are unlikely.

#### Practice!

Even best documented programs need testing in near-live situations to ensure the plan can be enacted. Imagine communication (war) rooms with no phone lines, IT hot boot sites with no hardware installed, directors without deputies or clear crisis roles, and insurance policies with no agreed indicators to enact. All of these real events could have been avoided by testing the process.

#### Who's in charge?!

Because you are a director doesn't make you crisis controller. Odds are there are a number of other directors around the table that have the same impression as you and are more likely to argue for control than control the crisis.

I recall going to one event where the board were on the verge of physical assault and the CEO was crying in their chair. At that point in time no one was in control and precious minutes were wasted on ego as opposed to issue.

"The mettle of a director is tested relentlessly during, after or post mortem with scrutiny on the value and quality of decisions made."



**Create teams.**

Good plans ensure that there are teams created to address the crisis, one working team that gathers data and enacts tactics and one decision team that deciphers data and makes decisions. All teams have one leader and deputy; they can comprise Board and staff and may also include external stakeholders such as insurers, regulators, law enforcement, strategic consultants and communications experts.

**Know the commodity of time as it's running against you.**

You have very little time to work the problem so to ensure your decisions and messages are timely compartmentalise your activities into distinct phases.

My preferences is for a ratio of 1:2:4:8. This means you need to have the issue identified within the first hour; have the communication about the issue ready within 2 hours; have the first solution and public response ready within 4 hours; and have the repair commenced within 8 hours.

To some this ratio may seem tight, I assure you with practice comes control, the more you practice and test responses the more control you have. Know how the data comes to you and is validated, determine that the pace you can make a premeditated decision, stress test your communications internally and externally.

**Work the problem not the person, unless the person was the problem.**

For instance, a case was brought to me about a malicious attack on an organisation's product and reputation by an individual who was claiming to go to press if they didn't receive swift restitution in the form of large sums of money.

"Good plans ensure that there are teams created to address the crisis, one working team that gathers data and enacts tactics and one decision team that deciphers data and makes decisions."

Working the situation it was discovered the origin was from a prison inmate doing his rounds of businesses. I was told an idiom just today "we go in search of the enemy and find it is us", work the problem down to root cause which will likely be some procedural issue. From there you can build out and work on the immediate problem, then the process to ensure it never happens again.

Think of it in this way, you see someone lighting fires with a match, your first response is to put out the fire, then remove the matches and the fire lighter.

**Know Your Topic:**

This is where it commonly all falls to pieces. Another adage comes to mind of "loose lips, sink ships".

Find one key message about the situation, the root cause and the recovery and stick to it. I have watched the best, and very expensive, messages unravel because a spokesperson for the company has placed their own interpretation on the issue. This may have occurred because of media pressure or even a



"Practice! Even best documented programs need testing in near-live situations to ensure the plan can be enacted."

lack of message from the organisation, it doesn't matter the wrong message will undo the work of many.

Having no message, alternatively, is just as bad as having an inconsistent message. When faced with no story the media and public will simply make one up, after all a good story is more interesting than the truth.

"Find one key message about the situation, the root cause and the recovery and stick to it."

Managing crises takes skill, competence and practice by the board. Simply thinking you have the grit and brawn to pull it off when the time comes is not thinking of the organisation's best interests. If you don't think you have a well-documented and practiced plan or a lack of competency around the board table call in an expert as the return on investment will save you millions or even billions.

About the author:  
Peter Holtmann is a member of Director Institute with over 20 years of experience in science, education and business leadership. He received his Bachelor of Science from the University of Western Sydney, Australia before extending his career into the design, development and delivery of management and business continuity programs for the manufacture, insurance and service sectors globally. Peter chairs and attends a number of boards and writes for various publications. He also runs a business coaching and consulting firm.



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THOUGHT LEADERSHIP

# Here's the best advice I can give you to be a winner.



By Peter Switzer

We are pleased to be continuing to partner with Peter Switzer, one of Australia's leading business and financial commentators. As part of our partnership, we are offering a complimentary 90-day subscription to the Switzer Report for all new Director Institute Members.

I've been on the business speaking circuit for nearly 25 years and I recently did a speech in Melbourne. It always amazes me how people can sit in an audience and not take notes! As I watch our politicians go around the country to sell themselves and their policies, I wonder if they've ever taken notes to ensure self improvement!

Sure, sometimes audiences might think I have nothing new to say (they'd be wrong, of course) but I've seen it even when I've been an MC with the likes of GE's legendary CEO, Jack Welch, Microsoft's Steve Ballmer and even Virgin's entrepreneur extraordinaire, Richard Branson.

The back pages of my copy of Richard Branson's *Losing My Virginity* book are filled with notes. I couldn't put the book down, though I resisted reading it for years, for God knows what reason. As I read it, as a business builder, I knew I was reading pure gold!

I couldn't imagine reading a book like this and not remembering the unbelievable life changing and business enhancing lessons it delivered. If you aren't a note-taker, that could become one of the many changes you make to eventually live the new story of success you've already written down and, possibly, made public.

On this subject, I've recently shared a story with audiences that has led to a mass scramble for many (even non-note-takers) to jot down its moral.

It involves US leadership guru, John Maxwell. If you follow me, you'll know for sure that I've mentioned John before. He's written a huge number of best sellers, primarily on leadership. A few years ago when I was with John in Florida in the US, he told me a story of how he asked his father to pay him for doing chores around the house. His father said 'no' and told him that he was a member of the family and had to pitch in for that very reason.

However, John's father thought outside the square and said that he'd pay him for doing something else — reading books! In an era when our kids aren't reading the great books of all-time, isn't this a parental trick you wished you'd known when you were a young parent? Wouldn't you have loved your parents to have paid you to read to get ahead of your rivals at school, at university and in the workplace? And isn't it something you should think about doing if

you're a young parent now, or a doting grandparent?

When flying to South America as a young man, John said he was reading the latest issue of *Forbes* magazine, which had listed the 21 most influential books of all time. "I was astounded to realise that I had read every one of those books before I was 21!" he told me.

Books such as Dale Carnegie's *How to Win Friends and Influence People*, Napoleon Hill's *Think and Grow Rich* and, as he's a religious man, *The Bible*.

Maxwell went on to become one of the world's most sought-after speakers on leadership and his book *The 21 Irrefutable Laws of Leadership* is a *New York Times* best seller, with over a million copies sold!

Undoubtedly, I wished I'd known this great parental guidance idea when I was a young father but my grandchildren will have the benefit of my newfound wisdom and my wallet! As we had our first granddaughter on 10 January 2015, this idea is not all theory for me!

The key to winning or being successful has fascinated me for over three decades and I've written books, penned newspaper articles, magazine and website columns on this very subject. I've studied those who've made it big in business and interviewed these people on my radio and television programs. They have frailties like all of us but they have something special that makes them stand out from the crowd. And that's what I'm going to share with you. If you want to lift your performance as an employee, business owner or wealth builder, you have to answer these two vital questions:

**1. What is your potential winning edge?**

**2. How do you develop it?**

Here are a few 'must do' actions to get you started to answer these questions:

- **Learn from legends.** Write down the characteristics of successful people you admire, then see if you have those characteristics.
- **Ask questions all the time.** What are the characteristics that give winners the competitive edge?

### Successful people deconstructed

All the highly successful people I've talked about have been great learners. They carry notebooks or use iPhones, but they don't let a competitive eureka moment or idea get lost in the busy lives they lead.

They're powered by a big dream to build a successful business. They're focused on that dream and few distractions take them away from making it happen.

They're constantly committed to self-improvement — especially for their business — but they also can be fanatical about other things, such as their health, their family, causes, etc.

They're constantly forcing themselves to get outside their comfort zones because they know that's where progress will come from. And they aren't afraid to spend money or invest in success because they know that others with expertise can show them stuff that will add to their competitive advantage.

In fact, those two last words are the massive drivers of successful business builders. They're committed to getting an edge over their rivals and they go the extra yards to make it happen.

They're great believers in the Sir Isaac Newton line which goes "If I have seen further, it has been upon the shoulders of giants."

And that's why they have great accountants, great business coaches, great financial advisers, great networks and great teams of workers who are at one with the boss and his/her dream.

Competitiveness drives these people. They have it so ingrained, they can become unaware of just how competitive they are.

I always advise anyone to try to objectively look at themselves as an entity — like a business — and work out how other people see you. This will always give you ideas for self improvement.

If you're in business and this doesn't sound like you, well, you now know what you have to work towards.

I've always loved this advice, which I suspect came from US business thinker, Jim Rohn. Rohn once effectively said: Work out what you want. Figure out the price. Pay the price!

The great business builders, successful wealth growers and quickly-promoted employees have done exactly that.

### The self assessment you have to do

Benchmark yourself against the best and answer these questions honestly and you'll have made the first step towards being the successful person of your dreams!

- Successful people are learners. Are you?
- They take notes to build their competitive edge. Do you?
- They're focused on their dream. Are you?
- They're into self-improvement. Are you?
- They get outside their comfort zone. Do you?
- They're always looking for an edge. Do you?
- They read, listen to and watch the 'giants'. Do you?
- They seek expert help to eliminate their weaknesses. Do you?
- They hate the second rate. Do you?
- They know the price of success. Do you?
- They pay the price. Will you?

Give yourself a 'yes' or 'no' to all these and then promise yourself that by a certain date, you'll be scoring 'yes' to 11 and 'no' to zero!

I really wish our politicians had scores like that.



These people fight against being second rate and have an undying commitment to knowing what their customers want. And they want to know it before their rivals. If they're employees, who have become top CEOs like Richard Goyder of Wesfarmers, they've benchmarked themselves against the great CEOs who ran before them. Goyder would've been constantly looking at the people around him — his potential rivals for the top job — even if he didn't know he was doing that at the time.

If you liked this article you'll love the Switzer Super Report, our newsletter and website for self-directed investors. Click [here](#) for a FREE trial and to hear more of Peter's expert commentary and advice.

## Welcome to the Boardroom

This membership program is designed for senior executives and entrepreneurs who are interested in starting a board career.

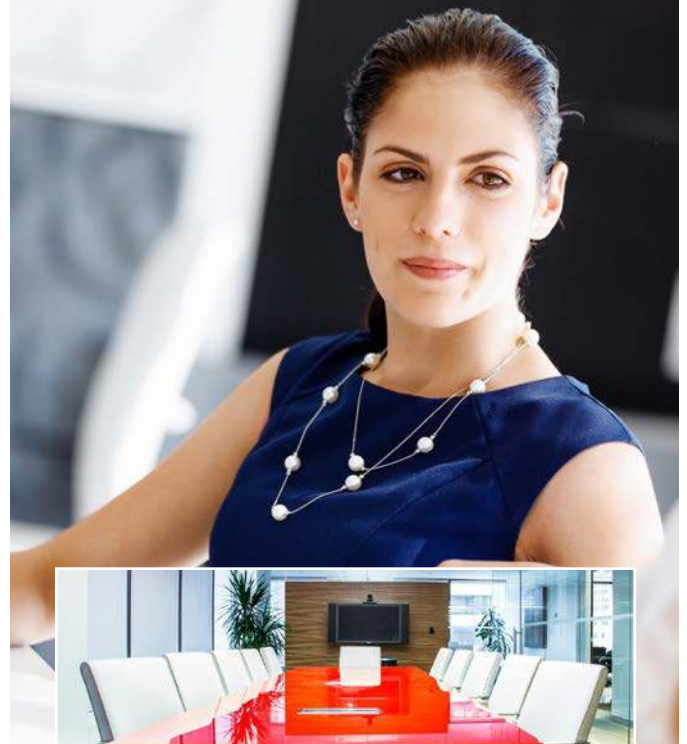
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THOUGHT LEADERSHIP



# Assessing your Board's effectiveness



By Donna Wuttke

## Does your organisation complete a performance review of their board, and should it?

Whilst I'm sure there are some boards that have performance reviews completed, it would be fair to say that the majority don't! The role of the board is critical to the success of organisations, yet we seem to take for granted that a Directors skills and vast experiences will be enough to ensure that the board should be effective.

Boards need to evolve as organisations evolve and regular assessments identify their skill relevance. This is especially the case in the areas of innovation and managing the disruptive environment where all organisation and industries are being challenged to think differently.

How does the board track their effectiveness and who keeps them on track regarding delivery of their responsibilities?

Most organisations have an annual review for their employees at a minimum with some having multiple touch points per year. Unfortunately, this doesn't affect the boards of the same organisations with at best an annual self-assessment completed or bi-annual self-assessment review.

In most cases boards are encouraged to complete a self-assessment, to ensure that individuals are still adding value, contributing effectively and focused on driving the organisation to achieve its best.

Whilst this does bring a level of focus to board skills and capabilities, a self-assessment is only an indicator of how the individuals on the board perceive their effectiveness and contribution. Expecting that a senior person has a fairly good understanding of their strengths and contributions can be

often mislead. They may cloud their responses with their professional and technical experience, rather than their role as company director. Another issue could be that if they highlight they are not doing a great job and have development gaps for the role, their board career may be short lived so they could be less than honest in their responses.

Acknowledging that self-assessments may be collected data which could be unreliable and not a true representation of the boards effectiveness. Some things to consider is of course who is responsible for validating the data if anyone, and how is that data being benchmarked against what criteria?



Another assumption that we often make is that having significant industry experience provides the board with experts and that will ensure the boards effectiveness. Right – maybe not. In a recent study that was conducted by Andras Tilcsik and Juan Almandoz and discussed in HBR, the findings actually indicate that an expert dominated board was actually less effective. They



found that with deep expertise came a lack of flexibility, over confidence and lack of challenge on viewpoints by those less experienced.

When the organisation is tracking well these issues may not cause concern, but if it faces challenges these factors will present problems. To address these factors, it's important to review your board and the effectiveness it brings to the governance of the organisation.

Having an objective review of the board conducted by an external professional who is an independent presents the best option to really understand how the board is tracking. It ensures that the key attributes of a high performing board are in balance with all factors including transformational change and innovation not just industry experience.

There are three assessments that I would consider to be fundamental in completing a board assessment.



	Board Survey	Board Meetings	Individual Interviews
Description	Completion of a survey which ranks overall board performance against a set of agreed criteria	Review of the board meeting and contributions made of individuals on the board	Confidential interviews completed with each board member
Benefits	<ol style="list-style-type: none"> <li>1. Can be completed in their own time</li> <li>2. The survey can be confidential and may increase the level of honesty in responses</li> <li>3. Used as an indicator on where the board is at</li> </ol>	<ol style="list-style-type: none"> <li>1. Observation of the skills and experience in action</li> <li>2. Ability to assess Board dynamics and the collective contribution</li> <li>3. Identify whether the overall meetings are effective and achieve the stated outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Able to probe for detailed responses from individuals</li> <li>2. Comprehensive data is collected</li> </ol>

If three assessments aren't possible, I would recommend at a minimum that to assess your Boards effectiveness, you complete the Board meetings and individual reviews.



**About the Author:**

Donna Wuttke is a Director Institute member and with over 20 years experience as a senior HR professional with significant experience in Learning, Organisational Development and Change Management in both Private and Public Sectors across Asia Pacific, UK and US markets.

She has expertise and results in strategy development and implementation, design and delivery of learning solutions, facilitation, coaching and assessment, leadership, e-learning, performance consulting, change management, business transformation, employee engagement, capability frameworks, leadership and high potential development.



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THOUGHT LEADERSHIP

# Directors Guide to Tax

In August 2016 the ATO modified its “Tax risk management and governance review guide” (issued July 2015) which provides guidance on the distinction between Board level and Management level roles & responsibilities in managing tax risks.

Jodie Bosler, Director Institute member, “talks Tax” with us today to share her perspectives on managing tax risk in the financial services industry.



## What does a potential or existing Board member need to know about managing Tax risk?

Organisations vary significantly in their complexity. While it is beyond the remit of the board to know the intricacies of the end-to-end process of the organisation – many of which comprise multiple business units - they must understand the who, what, why & how of tax risk management within the organisation, where the potential high risk areas are, how these are being mitigated and helping to shape the organisations stated tax risk appetite.

Many organisations do not overtly express their tax risk appetite. It’s also not a “set and forget” situation. It requires regular review, refresh and reinforcement at all levels of the organisation. It needs to be seen as complementing the organisations overall governance and risk management framework rather than operating in isolation.

## How would the Board be informed about Tax risk?

The ATO guidance provides examples of what would be “better practice” in this regard including regular updates on how tax issues are risks are trending, the existence of tax risk registers and the escalation of issues.

A tax risks and opportunities dashboard is a very useful tool for triggering the right conversations at the board or sub-committee level. Tax risk registers should complement or be integrated with existing risk registers as opposed to being stand-alone. One of the key disconnects I have seen is where ASIC/

APRA related issues are not considered in the context of the ATO (and vice versa). Aligning the risk reporting processes supports a holistic approach and escalation of relevant matters to the board from a risk management, reporting and remediation perspective.

## What is the Tax function typically accountable for?

Typically, for setting the Tax Governance, Policy & Risk Management framework for the organisation including articulating the tax risk appetite. Key stakeholders are the Board and the regulator – the ATO. This framework is especially critical during a crisis, when the board is managing regulatory or reputational risk.

## Where does the Tax function “sit” within an organisation?

It varies materially, even between reasonably comparable organisations. Tax can be a stand-alone function with a direct reporting line to the CEO and the Board, or it may be part of a broader Finance function, reporting to the CFO. In some cases, it may not exist as a stand-alone function at all, with accountability for Tax sitting directly with the CEO or CFO. Some financial services organisations have a dedicated Chief Tax Officer...which makes it very clear who “owns” tax.

There is no right or wrong structure provided it delivers the stated governance, policy, risk management framework and tax risk appetite of the organisation.

DECEMBER 2016

## What determines the structure and the reporting lines of the Tax function?

The overall complexity of the business is a key factor. What services, products, platforms are being offered? What is the regulatory environment? Who are the investors? What and where are the investments? Which jurisdictions? Where is the organisation on the tax risk appetite spectrum?

The more complex an organisation, the higher the tax risk is likely to be...this should inform and drive the best structure and reporting lines.



## What are some of the key challenges for the Tax function?

**Value,** Boards needs to know how the Tax function contributes to “value creation” for the organisation over and above their critical “value protection” role. Product design? After-tax investing? Returns? Efficiencies? Delivering against these is key to embedding the Tax function as a true business partner....rather than the “business prevention unit”!

**Business models,** complicated! The space between raw tax data and tax outcomes comprises multiple “hand-offs” between in-house and out-sourced teams, vendors and technology platforms. This makes identification of systemic tax risks extremely difficult. Understanding the end-to-end process – people, process, technology – including roles and responsibilities of out-source providers is key to developing an appropriate tax risk management framework. The ongoing management of out-sourced functions is a key risk management challenge not just from a Tax perspective. An organisation can out-source a function; but it can't out-source its fiduciary responsibilities. Quality review or oversight functions must be retained.

**Technology,** the role of technology in transforming data into tax information - and for different organisational, client, investor and regulatory purposes – is increasingly challenging and relevant, including due to the global call for greater tax transparency and for people and organisations to pay their fair share of tax e.g. FATCA, CRS and country-by -country reporting. The regulators are also applying increasingly sophisticated data analytics to identify focal points for audit, risk review and investigation programmes.

**Costs and the bottom line,** many Tax roles disappeared during the GFC, and have not resurfaced since. I am surprised at the number of funds management and fund administration businesses in Australia that do not have senior tax resources in their business or an appropriate budget or remit for external support or consulting. Consulting engagements should ideally be risk based and designed to supplement internal tax functions, not replace. To the extent they end up being “limited scope” assignments – e.g. due to budget constraints – the risk is that the real tax risk areas are “out of scope” and therefore not being adequately covered off...which means there could be a few ticking time bombs out there. Check the scope of these engagements!

## Concluding comments?

Appropriate risk management always comes back to the risk appetite of the organisation. If the tax risk appetite and tax risk management framework is articulated, and understood by the Board – and decisions and actions are seen as delivering within these parameters, then the organisation has a solid tax risk management platform. If the organisation is at the higher end of the tax risk appetite scale, a stated mechanism by which ATO review or challenge will be managed by the organisation would be articulated in its tax risk management strategy.

[For more information visit the following website](#)

### About the Author:

Jodie specialises in funds management and custody products, services and technology platforms (development, implementation and administration). Over the last 25+ years Jodie has developed a proven track record in leading in-house tax functions, transformation and regulatory change projects and the design, implementation and execution of tax risk management frameworks including in roles for BT/Westpac, Perpetual, PwC and Royal Bank of Canada (RBC) Investors & Treasury Services.



Jodie is an active participant and advocate for coaching, mentoring, technical learning & development programs, diversity & inclusion and transformation initiatives.

### Disclaimer:

The advice provided on this board alert is general advice only. It has been prepared without taking into account your objectives, financial situation or needs. Before acting on this advice you should consider the appropriateness of the advice, having regard to your own objectives, financial situation and needs.



FEATURE INTERVIEW



## Setting Up a Foundation

Sonia Bhojwani is an advisory board member of Director Institute and recently launched a foundation called Once Upon A School.

Director Institute is thrilled to be able to support the foundation as a Founding Member partner and we are excited about the impact Once Upon A School will make on the lives of children requiring early intervention learning assistance.

How awesome would it be, if through early intervention children were taught an array of “tricks” to help them cope with anxiety, to know how to channel that locked-up energy, to express what they really feel but cannot, through no fault of their own, and to develop friendships.

We live in a world where not all children learn using traditional teaching methods. Once Upon A School has been established to provide building blocks to achieve emotional stability, confidence in academic and non-academic performance. We support children to be successful tomorrow, reducing the likelihood of developing mental illnesses in the future through creative learning and nurturing experiences. What distinguishes Once Upon A School from other similar organisations is that we focus on early intervention (from the age of 5).

A study conducted in 2013-2014 by the Telethon Kids Institute at the University of Western Australia involving 76,606 households found that:

- Almost one in seven (13.9%) 4-17 year-olds were assessed as having mental disorders in the previous 12 months. This is equivalent to 560,000 Australian children and adolescents.
- ADHD was the most common mental disorder in children and adolescents (7.4%), followed by anxiety disorders (6.9%), major depressive disorder (2.8%) and conduct disorder (2.1%).

Based on these prevalence rates the study is estimated that in the previous 12 months 298,000 Australian children and adolescents aged 4-17 years would have had ADHD, 278,000 had anxiety disorders, 112,000 had major depressive disorder and 83,600 had conduct disorder. This poses a significant cost to society and a loss in potential contribution.

Australian and International studies have shown that the prevalence of



mental illness and the fundamental contribution it makes to the overall disease burden is greatest in young children and young people. Despite this significant burden, adolescents and young children are the least likely group to seek help or access professional care for their health problems. This issue is particularly problematic given that untreated or poorly treated mental illnesses are associated with both short and long-term functional impairment including poorer education and employment opportunities, potential comorbidity, including drug and alcohol problems and a greater risk for anti-social behaviour including violence and aggression. This cycle of poor mental health creates a significant burden for the young person, their family and friends and society as a whole and a loss in contribution.

Mental health conditions are common, often start early in life and can have significant implications for success in education, future careers and personal relationships. Affected children and teenagers can have difficulties at school, drop-out early and can struggle to establish meaningful relationships. Tertiary education, training and paid employment can sometimes seem unattainable. Our programs are structured around the understanding that effective learning occurs when children are in a relaxed, safe, warm, caring and attentive environment. Each program, lasts 10 weeks, is overseen by a clinical psychologist and each participating child will receive one-on-one mentoring

to learn how to channel their energy and emotion in a positive way, whilst developing life skills. This ensures that the different needs of each child are met. By engaging children and communities in our programs, we seek to establish an environment where creative expression is not only valued, but is an intrinsic part of everyday life. Celebrating creativity through media or otherwise is the key to engaging and supporting youth, developing confidence, which in turn enhances self-esteem.

We aim to launch the Media Room and Play Room in April 2017.



The Play Room is designed to bring arts, crafts, music and movement to children who are just a little bit different in their learning style. This is a room where free creative expression is encouraged and confidence and friendships are developed.



The Media Room offers one-on-one assistance in playing with technology in the areas of programming, digital design and gaming. It enables young people to take ownership of their learning and aims to support improved social wellbeing.

The programs are open to all children from the age of 5 upwards who are (i) on the ASD spectrum diagnosed, (ii) suffer from anxiety or (iii) exhibit non-traditional learning styles. Children and parents will be interviewed by the clinical advisory panel as part of a pre- and post-assessment.

Please consider the following ways to assist our organisation:

- Dollars - to establish and run programs until we become self-sustaining
- Resources – laptops and software for the Media Room; art supplies, fancy dress costumes and Lego for the Play Room
- Time – Become a mentor. Do you have media / technology expertise? Are you an artist, musician or dancer?

We have a lot to do. The organisation is a not-for-profit and has made an application to the ACNC for charity status. Sonia, Mike and Kevin, the founding members, are three people with a passion for the health and wellbeing of children and their families. For the last 20+ years, Sonia has worked with and advised not-for-profits on operational excellence; Mike has provided clinical and educational support to children and families and Kevin has been a GP with a particular interest in the well-being of young children. Together they bring knowledge and expertise in mental health, medicine, strong organisational management and corporate governance, in an endeavour to help children and young adults to participate and contribute in community and the broader society.

Want to know more or donate – please email [info@onceuponaschool.org.au](mailto:info@onceuponaschool.org.au)

Sincerely,  
Sonia, Mike, Kevin



#### About Sonia Bhojwani:

Sonia is an Advisory Board Member of Director Institute and has previously been a Senior Audit Manager with KPMG in Australia and Japan for six years where she managed an audit portfolio of a diverse range of organisations in the public, private, tertiary education, aged care and government sectors.

Sonia led a global international audit team, implemented Sarbanes Oxley internal control procedures and was the firm's US SEC compliance and risk management lead in Japan. At KPMG she provided technical training to staff in Australia and Japan, assisted in preparing submissions to KPMG's US capital markets groups in response to the Securities Exchange Commission's requests for client responses to draft standards and to audited financial statements. Since leaving KPMG, Sonia has held senior executive roles including Group Financial Controller at the Southern Cross Media Group, Head of Financial Operations at Special Broadcasting Services Corporation, Vice President of Finance at Viacom International Media Networks Australia, and Director of Finance and Business Systems for Cochlear Australia and Asia Pacific. In addition, Sonia was an External Independent Advisor to the Audit Committee and Board of Cochlear and established and facilitated the Audit Committee Roundtable forum for the Audit Committee of State Government organisations in New South Wales.



EXCLUSIVE OPPORTUNITY

Investor Directors & Advisors

## Artillery Brewery

One hundred years ago there were breweries in most regional towns and cities throughout Australia.

As refrigeration and transport developed, these smaller breweries were either closed, or taken over by larger breweries.

Over the last 30 years there has been a re-emergence of craft breweries, which have progressively been taking market share from the major breweries.

Artillery Brewery has been set-up to take advantage of flourishing demand for premium, sophisticated hand-crafted beer by building and operating a new purpose built 5000L brewery capable of producing 9,000,000 litres per year.

Artillery Brewery will produce and sell craft beer through proprietary brands, the first being Breheny Bros – one of Australia's oldest and most respected original craft beers labels which dates back to 1850.



### Exclusive Opportunity:

Director Institute has been mandated to support the organisation with the formation of an advisory board – seeking individuals with interest as both an investor and director.

We are looking specifically from individuals with expertise in either beverages, brewery, FMCG, marketing, capital raising – or legal and finance.



For further information please contact Kylie Hammond via the Jobs Board.  
Ref: ARTBDI





THOUGHT LEADERSHIP

# Board Leadership

Your board's ability to lead your organisation down to your board's relative strength. Building a strong board is a difficult task, but it is more important now than ever.

Over the past several years, news reports from around the world have been filled with stories of financial scandals, including product liability lawsuits, insider trading, internal theft and business failures. The one constant thread in these situations is a failure of leadership, an absence of integrity in the culture, and a failure on the part of the board of directors to actively provide direction.

## Challenges to Effective Board Leadership

One reason we are seeing more boards that lack strength is because the challenges that our top institutions face are rapidly changing. Organisations now contend with a host of more complex issues.

These issues are wide ranging and include dealing with the effects of technological advances that both improve and disrupt the way that we live and work, and even how to survive actual battles for control of the direction of the organisation from activist investors.

To meet these competing demands, it's imperative that boards intentionally move from traditional, passive roles and embrace a more dynamic and active approach.

Let's look at the four core areas your board must focus on improving to create a stronger and more effective board.



By Sonia  
McDonald

## Lead by Example and Start at the Top - The Case for Ambition

If you want a stronger board, more engaged and directly involved with providing leadership, you must literally start at the top. Boards must appoint Chairs that will push themselves and their board members to take a more active role in investigating the key challenges facing the institution and developing strategies and solutions that remain consistent with the organisation's core values.

The Chair sets the tone and the pace for the rest of the board, so ideally boards need Chairs that are ambitious and that will actively seek out new ideas, diverse opinions, and even contrarian viewpoints to find the best direction in which to guide the organisation.

## Co-operation, Partnership and Collaboration

One of the greatest challenges to effective board leadership is a lack of trust and mutual respect among its members or between the board and the CEO and other management. To have a strong board, the board Chair and CEO need to be able to work together in partnership and co-operation, rather than in competition with one another.

Board Chairs need to be able to work with their fellow board members, and their CEO, and each must create more frequent opportunities for communication with more open communication styles.

Boards must do the hard work of taking an active approach to developing relationships with one another, their Chair, and the CEO, so they can freely discuss all issues that the institution faces. They need to have frank, direct and sometimes even pointed discussions so that they can make better, more fully informed decisions.

Strong bonds enable boards to be able to get to the heart of the matter without fear of causing offense. In the end, this more active, direct, and

dynamic approach helps boards to develop better strategies for dealing with all the changes and disruptions that are taking place.

### Dive Deep and Encourage Diverse Ideas and Perspectives

Building strong bonds and facilitating more open communication is just one part of strengthening the strategic capacity of a board. While the board Chair and CEO work in partnership with one another, boards and their Chairs must still maintain their independence from the CEO and other management.

Part of wise leadership means boards and their Chair must actively seek alternative viewpoints and ensure that they have an unobstructed view of all the issues surrounding a specific challenge. Often this means that boards will need specific training and development to be competent in specific areas.

Rather than serving as a rubber stamp for the CEO and management of an organisation, boards and their Chairs must dive deep into challenges and the organisation's comprehensive strategies. From IT and risk management to digital trends, media, marketing and branding and even the safeguarding of the organisation's reputation; leadership for nearly every performance area of an organisation should be given by the board.



strategic thinking and planning to take up the lion's share of the agenda, and save old business and follow up reports for the end.

As boards become more actively engaged in the leadership of the organisation, they must periodically review their performance, as well as that of their Chair and their CEO, to see how well they are doing at transforming their board and the organisation.

Setting ambitious goals for organisational change and comparing the results against industry metrics can help boards to evaluate their performance in a more unbiased manner and help them to be able to identify and focus on new areas for improvement.

How active and strong is your organisation's board and how effective is your board at managing change? Do you know in what areas your board excels and can you identify what areas your board should focus on to improve its effectiveness? Get in touch today to learn more about how executive coaching can help you to develop the leadership skills that you need to help you strengthen your board and increase its effectiveness.



### Make Meetings and Agenda Items Count

Many boards only meet a few times a year, but strong boards make these meetings count by getting actual work accomplished. Board Chairs can strengthen their board and increase its impact and effectiveness by setting an ambitious agenda.

The key challenges facing the organisation should be the focal point of the meeting agenda. This includes potential options for strategy and other action items. To keep the board's morale and momentum moving forward, allow

#### About the Author:

Sonia McDonald is CEO & Founder of LeadershipHQ, and co-facilitator for the Director Institute Masterclass. She is an Entrepreneur, Thought Leader, Dynamic Keynote Speaker, Leadership Coach and Author, and was recently named in the Top 250 Influential Women across the Globe. She is one of Australia's Leading Leadership Executive Coaches as well as being the author of her latest book Leadership Attitude. Her company, LeadershipHQ are the Leaders in Leadership and provide solutions, coaching, programs and interventions that will help your organisation to achieve maximum success and results.





## EXCLUSIVE OPPORTUNITY

Investors | 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](mailto:info@directorinstitute.com.au) for a confidential briefing. Ref: AXISDI



### GLOBAL PATENTED TECHNOLOGY





## EXCLUSIVE OPPORTUNITY

Multiple Investor and Advisor Opportunities



# KimMic International

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

Fl@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."*

For more information about the opportunity to be a part of the growth of Fl@World please contact Kylie Hammond at [info@directorinstitute.com.au](mailto:info@directorinstitute.com.au)

REF: KIMMICDI

## Fl@World: Future Internet Architecture (FIA) Today

The right date:

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

Unified in realtime by Fl@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



Murray Eivers is the Founder and CEO of UChoose, an aggregator service for residential and small business customers who are looking for a quick and easy solution to find the best value offer for them in the market.

**Murray – Tell me about UChoose Holdings and how you came to launch the business.**

Uchoose is a comparison service that sits in the household and small business energy space.

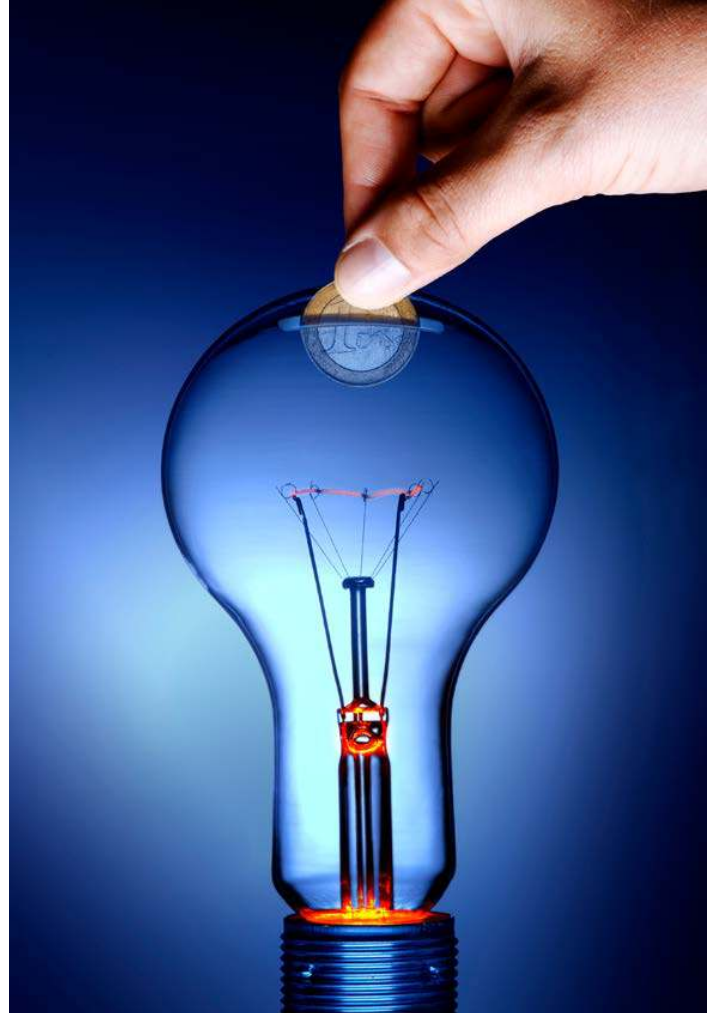
After working in Energy Retailing on a strategic project I noticed that there was an opportunity in the market for a trusted customer centric service solution. While other comparison services existed – none focused on the customer.

Since we launched into the market late 2013 we have grown the business from start-up through what I'd consider early stage, and have generated \$1.2 million in revenues in that time. We are now looking to take the next iteration of the platform to market.

**How is U Choose different from the competitor comparison sites?**

Comparison sites are certainly easy to find in a variety of verticals but what seems to be a larger trend in the Digital world is that the core focus is on transactions rather than the customer.

The most material demonstration of how we currently differentiate our proposition is that Uchoose runs a flat fee model and have since the beginning. We receive the same fee across the full range of providers and don't have a "preferred client" or "highest yield" model where the range of fees in the background can vary.



This means we're all about finding the offer most suited to the customer. Sounds simple but it's a notable difference to what else is currently available in the market. At Uchoose we believe there needs to be a fundamental level of "walking the talk". You can have all the rigour in your software to ensure that the product matching algorithms work, but that doesn't in itself build the type of trust that only transparency in fee structure can do.

While that was an obvious starting point for us, we're now looking to differentiate in a bigger way by mobilising an exciting concept with a working name of Uchoose Groups.

The Groups platform that we are developing leverages the technology we've created and growing consumer connectivity (through Social Media channels), providing an alternative to one to one shopping for consumers. By unlocking the power of our individual networks we can give consumers access to greater market power – and therefore better value products and services.

It's an attractive model for all stakeholders and we've validated it with consumer research to what we know is a market first.

**What is your plan for the organisation in the short to medium term?**

In the short term, we're looking to raise capital to launch the Groups platform and that launch will go hand in hand with scaling the operations, growing online presence and working on our customer / user experience to really imprint the brand on the household and small business energy markets.

In the medium term it's about moving into the obvious verticals of solar, general insurance and telecommunications where the Uchoose service adds value as product and market complexity continue to grow. We're already seeing this in energy and insurance with new retail business models coming to market. Groups rolls in nicely to this as well.



Beyond that it's looking at and developing the next form of customer interaction using technology and innovation to truly personalise communication and offerings around the customer. I see opportunities in the future where we won't need the customer to communicate their situation and needs, rather the data will be there for us to help them without that effort on their part. It's important for us to start planning out our technology roadmap for that now.

Our goal is not necessarily to be the biggest in terms of transactional volume. While there is certainly scale and diverse market opportunities, I do see Uchoose as a best of breed type business in 3-4 years when measured on trust and customer experience.

**What skills or expertise are you looking to bring into your organisation over the next 6 months?**

Our board currently has good representation in skills and capabilities covering entrepreneurship and business growth, good governance, financial and risk management, sales and operational management. Moving forward a tremendous value add for us as a business given the journey we're looking to undertake will be bringing in experience in areas such as IT, Technology and Digital leadership.

**As an early stage organisation – what have been some of the biggest challenges you've faced and what advice would you offer other early stage businesses embarking on a similar journey?**

The advice I would give is based on the key challenges we as a business and I suspect many others have faced.

**Surround yourself with the right people.** I've always liked the saying "if you're the smartest one in the room, you're in the wrong room". Know what your strengths and weaknesses are and look to build a team around you to bolster and compliment those. This includes making sure you have a strong support network. My wife deserves a trophy!!

**Be resilient and persevere.** You'll face numerous challenges despite best efforts to plan and it will usually take more time and almost always more dollars than you have at your disposal to achieve what you want to achieve. If you're going to do something do it right but don't seek out perfection and keep moving forward.

**Focus on the right things at the right time!** Again I think the majority of early stage businesses face the challenge of in balancing working in the business and working on it. It's an easy thing to say but growing a business is very hands on and time intense and it's very easy to get this balance wrong. Make sure you're always mindful of this and constantly work on the balance.

For more information about UChoose click through to the [Director Institute Job Board](#).

About Murray Eivers

Murray Eivers is Uchoose Founder and CEO and brings over 20 years of consumer sales and marketing leadership experience to Uchoose with ten of these being in senior roles in the energy industry across the National market working with some of the country's largest energy providers.



Over this time Murray's achievements include operational start-ups and market entries for both the consumer and small business segments. Notably Murray's work has also included work on the future direction of sales channels in the Australian energy market.




**Your home  
in the  
heart of  
the Sydney  
CBD**



As a member of Director Institute you can access the wonderful benefits of the Royal Automobile Club in Sydney at a special corporate rate of only \$885 per year plus a minimum spend of \$500 per year.

Situated in the heart of Sydney's CBD, the RACA boasts 29 comfortable accommodation rooms for members, their guests and reciprocal members to enjoy.

Whether here on business or leisure, as a member you can park in our valet car park downstairs, take time to experience the elegant surrounds of the Members Bar, soak up the Harbour View from our Dining Room, attend to some last minute emails in our business area or enjoy a work-out in the clubs Fitness Centre.

Whatever the reason for visiting, members always feel at home.

The Clubs charming interior is steeped in history and the buildings 1928 heritage is a unique experience in Sydney.

The Club is proud of its food and beverage offering and has a range of dining options available for members and their guests.

## SPECIAL OFFER

Every new member that is accepted between December 1 and Jan 30 will go into the draw to win a ticket for two to the February RACA Penfolds Dinner.

Value \$299 each

The Penfolds Dinner sells out each year and features several of Penfolds finest wines including 2 vintages of Grange Hermitage this year.

Membership Applications available here.



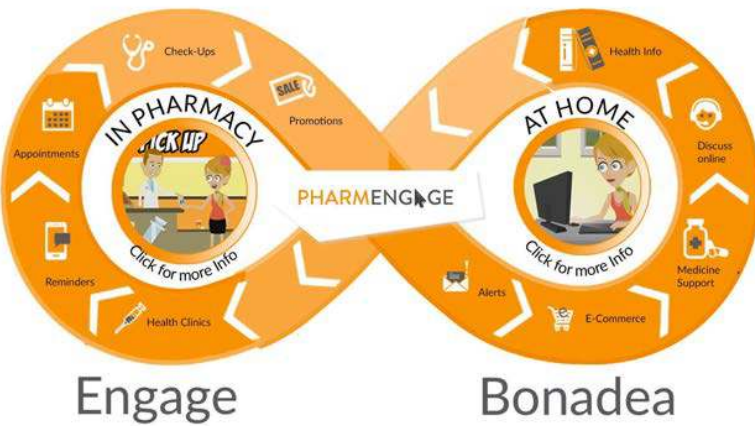
**EXCLUSIVE OPPORTUNITY**

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 more information about this opportunity click through to the [Director Institute Job Board](#).





## Great roles to consider for first time board directors



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

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

### What are Cemetery Trusts?

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

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

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

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

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

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

Trust Name	Contact Details
Ararat Cemetery Trust	William Jones (03) 5352 2663
Castlemaine Cemetery Trust	Ian Hockley (03) 5472 1425
Charlton Cemetery Trust	Glenda Litton glendaalitton@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](mailto:reserves@crowmland.nsw.gov.au). For more information you can also visit the website [http://www.lpma.nsw.gov.au/trusts/join\\_a\\_trust](http://www.lpma.nsw.gov.au/trusts/join_a_trust)





SUMMARY OF EXTERNAL OPPORTUNITIES

COMPANY	OPPORTUNITY	CLOSING	PAGE
Fremantle Womens Health Centre	Board Member   WA   Health   Voluntary	31 DEC	52
Melbourne and Olympic Park Trust	Trust Member   Paid	13 JAN	52
Professional Boxing and Combat Sports Board	Board Member   Paid	23 DEC	53
Asha Global Development Organisation Limited	Board Chair   VIC   Community Services   Voluntary	19 DEC	53
The Biological Testing Accreditation Advisory	Committee Member   National   Scientific and Technical Services   Paid	19 DEC	54
YMCA Victoria	Board Members   VIC   Community Services   Voluntary	16 DEC	54
Western Australia Speedway Commission Inc.	Board Director   WA   Sport   Voluntary	16 DEC	55
Mayflower	Board Member   VIC   Aged Care and Retirement   Voluntary	16 DEC	56
Universities Admissions Centre	Board Member   NSW   Education   Voluntary	15 DEC	56
Hunter Development Corporation	Board Member   NSW   Government   Paid	16 DEC	56
Learning Links	Board Member   NSW   Education   Paid	19 DEC	57
Fisheries Victoria	Non-Executive Directors including Chair and Deputy Chair   Paid	27 JAN	57
Tasmanian Womens Council	Committee Member   TAS   Paid	13 JAN	57
Police Bank Ltd	Board Director   NSW   Banking / Financial   Paid	23 DEC	58
Tamworth Community College	Board Members   NSW   Education   Voluntary	31 DEC	58
IPC Health	Board Directors   VIC   Health   Paid	23 DEC	59
VincentCare Victoria	Board Directors   VIC   Community Services   Voluntary	31 JAN	59
Habitat for Humanity Australia	Board Chair   National   Community Services   Voluntary	16 DEC	60
Prospr Group	Non-Executive Director & Advisor   VIC   Technology   Paid	16 DEC	60
Churches of Christ Financial Services	Board Directors   VIC   Accounting/Finance   Voluntary	16 DEC	61
AACBT	Board Member   National   Health   Voluntary	16 DEC	61
Heartbeat Victoria Council Inc	Committee Members   VIC   Community Services   Paid	31 JAN	62
Queensland Health	Board Members   QLD   Health   Paid	2 JAN	62
YMCA Victoria	Board Member   VIC   Community Services   Voluntary	28 FEB	63



## EXTERNAL OPPORTUNITIES

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

Fremantle Women's Health Centre  
Board Member | WA | Health | Voluntary



Fremantle Women's Health Centre (FWHC) is a not-for-profit community health centre for women living and working in the local community, which encompasses the Fremantle, Melville and Cockburn local government areas. FWHC provide health promotion, prevention and treatment services in the area of women's physical and mental health.

FWHC is seeking a new female board member who has a desire to improve the health and well-being of women within the community and an interest in the governance of a not-for-profit organisation. The voluntary Board Members are responsible for the governance and strategic direction of the organisation.

FWHC Board meetings are held monthly on a Wednesday evening commencing at 5:00pm. Expectations for all Board members are:

- Prepare for and attend the monthly meetings;
- Contribute to the discussions and lend expertise where required;
- Attend Board governance training of a level appropriate to their experience;
- Attend a tri-annual strategic planning workshop;
- Promote the Fremantle Women's Health Centre within their networks.

FWHC are particularly interested in applicants who can provide any of the following criteria:

- Leadership in the community sector
- Experience and knowledge of providing services to Aboriginal women
- Financial management acumen
- Commitment to the health and well-being of women.

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

Expressions of Interest close 31st December 2016

Melbourne and Olympic Park Trusts  
Trust Member | VIC | Paid



The Minister for Sport, the Hon John Eren MP, is pleased to invite applications for a part time position as a member of the Melbourne and Olympic Parks Trust.

There is a vacancy on the Trust, which needs to be filled in early 2017. The position provides an exciting opportunity for a suitably qualified and experienced person to contribute to the management and further development of the world-class sport and entertainment precinct at Melbourne and Olympic Parks.

The Trust is established under the Melbourne and Olympic Parks Act 1985. It is responsible for managing Melbourne Park, Olympic Park and Gosch's Paddock.

To discharge its functions the Trust meets monthly and on an ad hoc basis as required.

Expertise in one or more of the following areas would be well regarded:

- Corporate communications
- Corporate governance
- Finance & Audit
- Information & communications technology
- Law
- Public sector administration
- Risk management
- Sport, recreation and entertainment sector

This opportunity closes on 13th January, 2017

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

**Professional Boxing and Combat Sports Board**  
Board Member | VIC | Paid



The Minister for Sport, the Hon John Eren MP, is pleased to invite applications for a part time position as a member of the Professional Boxing and Combat Sports Board with a term of office commencing in March 2017.

The position provides an exciting opportunity for suitably qualified and experienced person to contribute to the safety and integrity of the professional boxing and combat sports industry in Victoria.

It is a priority to recruit a candidate with expertise and qualifications in medicine and/or health and wellbeing to the Board at this time.

To discharge its functions the Board issues registrations to contestants, licences to officials and promoters and permits to licensed promoters to hold promotions. A promotion is an event consisting of one or more professional contests and includes preliminary arrangements in connection with the event such as the weigh-in.

The whole Board meets once a month from February to December each year. In addition, individual board members are rostered to 'control' promotions, which take place in the evening, most weekends from February to December.

Applications close on 23 December 2016.

For more information please click through to the [Director Institute Job Board](#).

**Asha Global Development Organisation Limited**  
Board Chair | VIC | Community Services | Voluntary



Asha HerSpace works with women and girls who self-identify as being affected by sexual exploitation. Asha HerSpace seek to empower them by providing holistic therapeutic support to address the emotional, psychological and physical impacts of trauma, and build pathways out of exploitation.

The Chairperson is a key position within Asha Herspace and contributes to holding and driving the long-range vision of Asha Herspace whilst ensuring the organisation is running legally and in a financially sustainable way. The chairperson also oversees the Board.

Regular commitments:

- Facilitating monthly Board meetings;
- Bi-Monthly meetings with the Executive Director at least one face to face;
- Attending/facilitating Bi-annual Strategic Planning Days;
- Attending and Facilitating the Annual General Meeting; and,
- Attending Asha Herspace networking events and internal events toward positive public relations.

Workload 20 hours per month.

Duration of Position: Minimum 24 months and on-going.

Necessary Skills:

- Experience being a Board Director for a non-for-profit
- Finance and Business management experience and knowledge;
- Knowledge of the legal, corporate, financial and sectorial context of non-for-profits in Victoria, Australia;
- An in-depth and up-to-date understanding of the non-for profit sector;
- Experience in people and organisational management, including strong people skills including mediation and conflict management;
- Understanding and application of a participatory, inclusive leadership approach, compared to a top-down hierarchical one;
- Experience in strategic planning;
- Has an interest in and understanding of human rights advocacy;
- Experience in facilitating meetings and or workshops, planning/strategy days etc.

Preferable:

- Prior experience as the Chairperson on a Board;
- Prior employment within a management role in the non-for-profit sector;
- Experience handling Media and Public Relations matters.

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

Expressions of Interest close 19th December 2016.

## The Biological Testing Accreditation Advisory

Committee Member | National | Scientific and Technical Services | Paid

The Biological Testing Accreditation Advisory Committee (BTAAC) advises NATA on technical issues related to the field of Biological Testing. The position is an honorarium and the initial term of appointment is three to five years, with an option to extend for periods of a further three years by expression of interest.

The Committee meets at 12 to 24 month intervals with NATA meeting all costs for travel and accommodation. It is expected that Committee Members will make themselves available to attend all meetings in person.

Committee members are appointed for their knowledge and technical expertise.

The duties of a Committee Member include:

- Review of NATA's Technical Requirements in the Field of Biological Testing
- Review of assessment reports for applicant and accredited facilities
- Provision of advice on technical issues arising from assessment activity
- Further information can be obtained from the document Role of the AAC, Chair and Members which is available on the NATA website.

BTAAC is currently seeking expressions of interest to join the Committee from persons qualified and experienced in molecular testing specifically PCR and Massively Parallel Sequencing. Expertise should encompass analytical molecular biology, including bioinformatics, genotyping, gene expression and GMO analysis.

### Selection Criteria

Applicants must hold a tertiary qualification in a relevant subject, and a minimum of 10 years industry experience. It is also essential that applicants are familiar with NATA's accreditation requirements through either practical experience in an accredited facility or experience as a NATA Technical Assessor. Knowledge of legislation and regulatory requirements nationally and internationally is highly desirable.

It is desirable that applicants can demonstrate experience in the following areas:

- Publications/Presentations related to the relevant discipline(s);
- Awareness of Quality/Management system requirements;
- Membership and active participation in relevant professional societies and industry groups
- Awareness of Regulators and industry associations
- Awareness of international activities including standards development.
- Current AAC members are able to reapply.

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

Expressions of Interest close 19th December 2016.

## YMCA Victoria

Board Members | VIC | Community Services | Voluntary



With a commitment to diversity, regional representation and youth empowerment in our Governance, this opportunity could be yours.

All Board members are also required to sit on one of YMCA's Sub Committees.

Selection Criteria:

YMCA Victoria are currently seeking two new members to join the Board in 2017 with two or more of the following specialist skills and expertise:

- Advanced finance and audit skills and experience
- Executive management leadership experience across businesses with diverse operations
- Change management expertise on large scale projects
- Information technology / digital disruption

You'll be joining our current team of diverse and highly skilled Board members.

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

Expressions of Interest close 16th December 2016.

DECEMBER 2016

## Western Australia Speedway Commission Inc.

Board Director | WA | Sport | Voluntary



Established in 1999, the Western Australian Speedway Commission (WASC) is a non-profit sporting association appointed as the governing body for speedway in Western Australia. The Commission is a democratically formed body, comprised of a Board, Advisory Committees and Office Administration support staff.

WASC is responsible to the WA State Government through the Department of Sport and Recreation with the Commissions Core Purpose to deliver safety, education and training in speedway across Western Australia.

Currently positions are available for two Commissioner (Director) positions, each with specific skills and experience. Commissioners play a vital role in contributing to the strategic direction and functioning of the organisation and ensuring WA speedway continues to grow within a coordinated safety framework.

Commissioner positions are voluntary and not remunerated. Board meetings are held monthly and other representative duties may be required.

### Selection Criteria

The positions available require distinct skills:

1. Marketing, Public Relations and Fundraising
2. Policy development, Governance and Compliance

It is not essential that you are a speedway enthusiast! We would however like to hear from people who have:

- Demonstrated committed in making a difference to a NFP organisation
- Exceptional communication and engagement skills
- Able to talk through examples where they have made a significant difference in the skills required on the Board
- Strong networks in business

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

Expressions of Interest close 16th December 2016.

## Mayflower

Board Member | VIC | Aged Care and Retirement | Voluntary



Mayflower is a highly reputable, not for profit, community based aged care provider with sites at Brighton, Macleod and Reservoir. Services include retirement living, home care and residential aged care. Mayflower Brighton includes 150 residential aged care places, 30 home care packages and 84 retirement living units. Mayflower Reservoir includes 38 residential aged care places and 22 retirement living units. Mayflower Macleod includes 47 retirement living units.

The governance and stewardship of the organisation is vested in a skilled Board with a passion and commitment to ensure that the Vision, Mission and Values and Strategic Plan are translated into action.

### About the Board Member Opportunity

- Duration of Tenure: Initially 3-year term
- Board Meetings are held every 2 months
- Board Committees generally meet every 3 months, or as required

If you are seeking a Board position where you can make a positive contribution through meeting the challenges of a changing aged care environment, then we wish to hear from you.

### Particular Skill Set Sought:

- Clinical experience in an aged care environment
- Mergers and Acquisitions experience

### Essential Skills for all Board Members:

- Previous experience on Boards or senior management reporting to a Board
- Ability to read and interpret financial reports at a senior management level
- Ability to contribute to strategy through experience at a senior management level

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

Expressions of Interest close 16th December 2016



## Universities Admissions Centre

Board Member | NSW | Education | Voluntary



UAC is a not-for-profit company owned by NSW and ACT Universities. UAC is a leader in the Higher Education Sector and provides a range of services to universities, schools, students, parents and the general public.

UAC is currently embarking on a new stage in its development as the organisation realigns itself to strategically meet future demands from its institutional clients, prospective students and a broader range of stakeholders. As a result UAC is seeking a Non-Executive Director for the Board who can bring significant B2B sales expertise.

The position on offer presents a significant opportunity for someone with the relevant skills to develop their board participation skills. It will also appeal to those who have a belief in the transformative nature of education for the individual and for society as a whole.

The UAC Board meets up to five times per year and is currently made up of non-executive members drawn from the University Sector, including the Board Chair. The Managing Director is the only Executive Member of the Board. The appointment would be for an initial period of two years with opportunity for renewal.

UAC will meet out of pocket expenses associated with meeting attendance.

### Selection Criteria

In addition to sales and business development expertise, the person we are seeking will ideally have some experience with board governance issues and/or an understanding of the role and responsibilities of a Non-Executive Director. Experience in a digitally focused service industry may also be an advantage.

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

Expressions of Interest close 15th December 2016

## Hunter Development Corporation

Board Member | NSW | Government | Paid



The Hunter is the leading regional economy in Australia with thriving communities and a biodiversity rich natural environment. With 130,000 new residents and more than 60,000 new jobs to be created in the region by 2036, the Hunter is one of the great places to live and work. The Hunter Development Corporation (HDC) is responsible, on behalf of the NSW Government, for the oversight, facilitation and implementation of a range of priorities in collaboration with important regional stakeholders including Councils, other State Agencies, service providers and the development industry.

As a Board member you will guide the HDC executive and other stakeholders. You will assist to devise, broker and implement sophisticated, innovative and meaningful strategies to ensure regional growth, investment and renewal objectives in alignment with the delivery of the Hunter Regional Plan 2036.

### Selection Criteria

You will have experience working effectively with a Board, and excel at negotiating, influencing and driving contestable, commercial and transformational outcomes.

You will also have a working knowledge of machinery of Government in NSW, Cabinet, parliamentary and legislative processes.

Each Board Member will be a recognised authority and an expert in their field in at least one of the following: environmental sustainability, sustainable urban design, strategic planning, Infrastructure planning and delivery transport, community development and services, local government, social justice, property development, community engagement and economics or tourism

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

Expressions of Interest close 16th December 2016





## Learning Links

Board Member | NSW | Education | Paid



Learning Links is recruiting two Non-Executive Directors to join the Board of this highly regarded Australian not for profit, charitable organisation.

In 2015-16 Learning Links provided specialist therapy, education and support services to over 2,300 children, almost 1,000 families and over 100 schools.

The organisation is financially sustainable, has a strong leadership team and culture, and a comprehensive strategy and objectives to 2020.

The Board is well-qualified, experienced and entering a phase of planned renewal.

All directors require sound financial literacy, risk management, strategy and inter-personal communication skills. Previous Board experience and governance qualifications are essential. Applicants are expected to have a clear commitment to the work of Learning Links, the not-for-profit sector and be willing and able to make an active ongoing contribution to the organisation.

The Board meets bi-monthly, alternating with Committee meetings. Director's positions are voluntary however our Constitution makes provision for remuneration if the Board determines this appropriate in the future.

### Selection Criteria

We invite applications from people with the following skills, qualifications and experience;

- Senior executive experience in finance or accounting with CPA qualifications. This person will join the Audit and Finance Committee and should expect to Chair the Committee within 12-18 months.
- Senior executive or academic experience in the health, education (preferably early childhood) or community sector.

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

Expressions of Interest close 19th December 2016

## Fisheries Victoria

Non-Executive Directors including Chair and Deputy Chair | Paid



We are seeking expressions of interest from appropriately qualified candidates for the non-executive Directors including the Chair and Deputy Chair.

The Victorian Government is committed to establish Fisheries Victoria as a statutory authority – the Victorian Fisheries Authority (VFA). The VFA will be responsible for the regulation and sustainable management of Victoria's fisheries resources from 1 July 2017.

An independent Board consisting of five to eight Directors, including a Chairperson and Deputy Chairperson, will be accountable to the Minister for Agriculture, the Hon. Jaala Pulford MP, and ultimately responsible for ensuring the VFA fulfills its functions effectively and complies with relevant legislative obligations.

Applications close on 27th January 2017

For more information please click through to the [Director Institute Job Board](#).

## Tasmanian Womens Council

Committee Member | TAS | Paid

The Tasmanian Women's Council is seeking expressions of interest for new members

The role of the Council is to advise the Tasmanian Government on issues of importance to women; contribute to the development of strategies that address inequality; increase the participation of women in all aspects of society.

The Council values social, economic, demographic and regional diversity. Applications are encouraged from women with a wide range of skills and experience.

Opportunity closes on 13th January 2017.

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

**Police Bank Ltd**

Board Director | NSW | Banking / Financial | Paid



Police Bank is a secure, modern financial institution offering access to a wide range of products and services through enhanced delivery channels combined with a discounted fee structure. With over \$1.5 Billion in assets, Police Bank has grown to be one of Australia's largest Mutual Banks serving the financial needs of the NSW Police Service, their families and other related industries.

The Board is committed to adding additional skills and diversity specifically in the area of retail banking, digital banking delivery and change management.

We have reviewed our core skills matrix and determined the following skill set is sought to complement our current Board composition:

- At least ten (10) years in leadership roles within the financial services sector with experience in one or more of the following; retail banking, mergers & acquisitions, distribution and/or profit & loss responsibility
- Demonstrated success in delivering strategic initiatives in digital banking
- Demonstrated knowledge and experience in risk management and corporate governance
- Significant experience and stakeholder engagement and change management experience
- Demonstrated involvement in your community

To be considered for this appointment, you will be degree qualified, with financial management experience, comply with a Fit and Proper Assessment and have your skills evaluated against the Police Bank Board Skills Matrix for role suitability. Prior Board experience be favourably regarded however this is not essential.

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

Expressions of Interest close 23rd December 2016

**Tamworth Community College**

Board Members | NSW | Education | Voluntary



Tamworth Community College Inc (TCC) is a community based not for profit organisation and Registered Training Organisation (RTO) providing quality training to adult students in the local community.

The Tamworth Community College Board are seeking to appoint three new members to volunteer their skills and enthusiasm to the strategic direction of our dynamic, innovative organisation as we deliver nationally accredited training and lifestyle courses to local students.

The board member roles are unpaid voluntary positions although reasonable expenses are paid. Board meetings are currently held weekday afternoons in Tamworth. Positions are for a period of 3 years (term may be renewed).

Board members are expected to attend at least six board meetings per year, but also to participate in the life of the organisation between board meetings, advising the management team and acting in an ambassadorial role.

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

Expressions of Interest close 31st December 2016



## IPC Health

Board Directors | VIC | Health | Paid



IPC Health (IPC) formally ISIS Primary Care works in partnership with local communities in the Western Metropolitan Region of Melbourne to provide responsive, interconnected health and community services. Serving some of the fastest growing regions in Australia, the organisation is the second largest Primary Health organisation in Victoria, with seven centres, including a newly built Wyndham Vale Primary Care Centre and GP Super Clinic.

IPC currently have four vacancies for experienced Board members:

- Two Community Directors representing Brimbank and Wyndham local government areas.
- Two general Directors.

Responsibilities of the Board will vary but include:

- Effective corporate governance
- Ensuring policies on key issues are established and addressed
- Developing strategic plans as well as overseeing business plans, budgets and effective reporting.
- Ensure appropriate systems exist in regards to risk management, internal controls and compliance

Successful applicants will be paid an annual salary for their contribution. Appointments are offered under three year terms.

The appointed candidates will need to have detailed expertise in at least one or more of the following areas.

- CPA qualified
- Public sector policy and programs
- Marketing and communications
- Information systems and technology innovations
- Health care reform

Whilst exposure to the health sector is not essential to be successful in this role, an understanding of the key role that community health organisations plays in the context of national health policy, would be advantageous.

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

Expressions of Interest close 23rd December 2016

## VincentCare Victoria

Board Directors | VIC | Community Services | Voluntary



# VincentCare Victoria

VincentCare Victoria Ltd was established by the St Vincent de Paul Society Victoria in 2003 to accept responsibility for a range of services for disadvantaged and vulnerable people, including those who are homeless, mentally and physically disabled, aged, and suffering from forms of substance abuse.

VincentCare Victoria is a company limited by guarantee pursuant to the provisions of the Corporations Law, and has an annual budget of around \$27 million which is derived from government funding, fundraising, commercial activities and service fees. It currently employs almost 300 staff and 1,500 volunteers who help provide multiple programs across Victoria.

VincentCare is currently seeking new Board Directors for an initial three year term. The Board meets on the first Wednesday of each month. Directors are also required to participate in at least one of five Board sub-committees.

Candidates should have a broad understanding of the policy context of the community services sector, a strong commitment to Social Justice and expertise relevant to the governance of a large, diverse community services organisation. Specific skills and experience in Social Policy would be highly regarded. All Directors are required to have completed, or be willing to complete, the Company Directors Course run by the Australian Institute of Company Directors.

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

Expressions of Interest close 31st January 2017

## Habitat for Humanity Australia

Board Chair | National | Community Services | Voluntary



Habitat for Humanity Australia (HFHA) is part of Habitat for Humanity, an international not-for-profit which originated in Georgia, United States in 1976. Habitat has helped more than 6.8 million people obtain safe and decent housing, along with the strength, stability and independence to build better lives.

Habitat for Humanity Australia was established in Australia 30 years ago. It is a not-for-profit company limited by guarantee and is governed by a voluntary board. Habitat for Humanity Australia is regulated by the Australian Charities and Not-for-profits Commission Act and holds tax endorsements, concessions and deductible gift recipient (DGR) status.

To replace the retiring Chair Habitat seeks a director with international community development and governance expertise.

It is essential that the applicant has strong personal values that align with HFHA values and a willingness to lead a Christian based organisation. A full position description is available on request.

Time Commitment – Bi monthly meetings of the board, one strategic planning day and Committee meetings each year (some on the same day as Board meetings) all held in Sydney and by teleconference.

### Qualifications and Experience required:

- Experience as a non-executive director
- Experience as Chair of a Board or Committee
- Professional executive experience ideally as CEO or equivalent
- Graduate of Australian Institute of Company Directors or equivalent
- Financial literacy
- Understanding of the not for profit and ideally the aid & development sector

### Personal qualities

- Alignment with HFHA values and willingness to lead a Christian organisation
- Willing to commit to HFHA for 6 years
- Willing to bring personal and professional networks to support HFHA

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

Expressions of Interest close 16th December 2016

## Prospr Group

Non-Executive Director & Advisor | VIC | Technology | Paid

# PROSPR GROUP

Prospr™ is an on-demand exchange platform. It is a simple to use digital marketplace.

Prospr's platform is based on the latest generation of apps and taps into a massive marketplace.

The team at Prospr™ are experienced with proven track records in business, finance, marketing and the digital space with a string of successful ventures and startups among our wins.

Prospr Group Pty Ltd (the corporate structure of Prospr™) is looking for 3 Non-Executive Directors and Advisors to join its Board to work with the management of the business to grow Prospr™ into an Australia wide and beyond platform.

We are inviting you to form part of an entrepreneurial team of Directors, Advisors and Digital Marketing experts who have come together to launch a world leading platform and marketplace.

People joining the Prospr™ Board as a Non-Executive Director or as an Advisor will have a great passion for scaling a new business. You will have proven experience in one or more of the following areas:

- Scaling e-commerce, app based businesses and micro payments to a high level of profitability
- Expertise in digital marketing and online customer acquisition & retention
- A personal track record of investing in and leading growing companies to successful exit
- Value adding skills in building community marketplaces, online, consumer or markets
- Solid financial management, legal, tax and corporate governance skills.
- Social networks & PR media experience
- Expansion to O/S markets
- A strong entrepreneurial focus

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

Expressions of Interest close 16th December 2016



## Churches of Christ Financial Services

Board Directors | VIC | Accounting/Finance | Voluntary



CCFS is an exciting new start up initiated by the Churches of Christ in Victoria and Tasmania.

The Churches of Christ Insurance (CCI) program offers Churches of Christ state bodies an opportunity to participate in the wholesale purchase of insurance coverage for state churches and agencies. Other risk and related services are offered to enhance the insurance program such as RedBook, a risk management system for churches.

Business development planning is in progress for CCFS to apply for an AFSL to widen its investment offering in managed investments to other Churches of Christ state bodies and churches directly.

If you are passionate about using your professional skill sets and experience in finance and business to support Christian engagement through church mission and development in the local community, then you may be able to help us by serving as a Director on the CCFS Board. We want the right people to meet the challenges of growth and new business development that lie ahead for CCFS.

Director positions are unpaid.

We are looking for Directors with extensive professional experience and executive leadership accomplishments in banking, finance, commercial law, and insurance with an understanding of Christian organisations and not for profit governance.

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

Expressions of Interest close 16th December 2016

## AACBT

Board Member | National | Health | Voluntary



Australian Association for Cognitive and Behaviour Therapy Ltd.

AACBT is the lead Australian organisation dedicated to promoting and supporting the full range of behavioural and cognitive therapies. There is currently one Board position available.

Board positions are voluntary and not remunerated, but reasonable expenses relating to these positions are covered. Board meetings are normally held monthly via teleconference, with two face to face meetings scheduled annually, one coinciding with the Annual Conference and AGM. Any Australian geographical location can be accommodated.

The Board position available requires these distinct skills:

- Marketing
- Business development
- Membership growth

We would however like to hear from people who have (ideally):

- Previous experience as a non-executive director of other NFP organisations, or demonstrated experience in making a difference to a NFP organisation in any capacity
- Exceptional communication and engagement skills
- Able to provide examples where they have the skills required on the Board.

Psychology qualifications are not required.

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

Expressions of Interest close 16th December 2016



## Heartbeat Victoria Council Inc

Committee Members | VIC | Community Services | Paid



Heartbeat Victoria Council Inc was set up in 1984. It is a small voluntary organisation with an annual income of less than \$250,000. It provides peer support for people who have experienced a cardiac event or are living with heart disease across Victoria and raises funds for cardiac and emergency equipment for health services. It works closely with the Heart Foundation, local hospitals, especially cardiac rehabilitation programs. Groups provide a range of meetings, social and other programs to support the organisation's vision, mission and values.

Heartbeat Victoria Council Inc is the Management Committee (Board) of 10 Affiliates and Branches in Victoria. The organisation is a not for profit charitable institution registered for GST and entirely run by volunteers.

The Board is looking for two extra committee members. Commitment is for three to four meetings held in Melbourne annually.

As a small not for profit, board members are sometimes called upon to provide support and guidance to the secretariat relevant to their area of expertise.

Heartbeat Victoria is particularly interested in people who have undertaken board and/or committee roles before with community groups or not for profits and understand the commitment and the tasks associated with such a role.

Heartbeat Victoria Inc is an organisation that is striving and succeeding to make a difference to people living with heart disease or a heart condition in Victoria. Join this dedicated group of people not only committed to making a difference, but enjoying the camaraderie of the Board and the opportunity to give back to the community

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

Expressions of Interest close 31st of January 2017

## Queensland Health

Board Members | QLD | Health | Paid

Queensland Health's sixteen Hospital and Health Boards govern and control respective Hospital and Health Services, the principal providers of public health services within Queensland.

Appointed by the Governor in Council, on the recommendation of the Minister for Health and Minister for Ambulance Services, board members provide oversight of approximately 85 percent of the Queensland Health budget.

With day to day service delivery overseen by local Health Service Chief Executives, boards ensure delivery against local Service Agreements that specify core services to be provided and the standard to which they are to be delivered, within available budgets.

Boards are also responsible for ensuring:

- Efficient, effective and sustainable delivery of health services
- Financial accountability
- Local reporting and performance management, including risk management
- Legal and statutory compliance
- Local strategic direction and planning
- Client-focused delivery of services
- Ethical behaviour across the organisation

Selection Criteria

Suitability will be assessed against experience and ability to analyse, critically assess and drive performance within board settings, and to constructively build and manage strategic stakeholder relationships.

Various part time statutory appointments commencing May 2017, for terms of up to four years. Full selection criteria is available in the application package.

Relevant Experience:

- health sector management
- financial management
- business or human resource management
- clinical expertise
- health professional currently providing care to persons
- legal expertise
- health research or academia relevant to the operations of the HHS
- health consumer and community issues relevant to the operations the HHS
- primary healthcare skills, knowledge and experience

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

Expressions of Interest close 2nd of January 2017

YMCA Victoria

Board Member | VIC | Community Services | Voluntary



Have you ever thought about being a Board member of a diverse and dynamic not for profit board where your skills and experiences could really make a difference to community?

With a commitment to diversity, regional representation and youth empowerment in our Governance, that opportunity could be yours.

The YMCA actively seeks committed, skilled and strategically networked Board members to ensure good governance. YMCA Directors are a voluntary activist Board committed to the health, happiness and connection of people in the Victorian community.

A community not for profit organisation, YMCA has served the Victorian community since 1853. With around 8,000 staff and volunteers, they deliver services at more than 150 locations every day in settings including camps, student accommodation, community recreation and sporting facilities, swimming pools, early education, schools and kindergartens, youth services and youth justice facilities.

The following are the key competencies and skills that are required and being recruited for of Directors of YMCA Victoria.

**YMCA UNDERSTANDING** – demonstrate an understanding of the ‘Y’s purpose, vision, goals, objectives and operation for positive participation and effective policy formulation.

**COMMUNITY INVOLVEMENT** – utilise your community interests and involvements to build the capacity of the board to relate to the needs of the community.

**FUNCTIONAL LEADERSHIP EXPERIENCE** – demonstrated experience in management/leadership. Alignment with the community development and management principles of the YMCA.

**RECOGNITION / IMAGE** – utilise profile and networks to support the mission and vision of the YMCA.

**ORGANISATIONAL IMPACT** – Directors have the capacity to add value to policy development and influence to gain financial support for the ‘Y’.

**SPECIALIST SKILLS -**

The following specialist skills and/or expertise is being sought during the recruitment process for new Directors:

- Advanced finance and audit skills and experience
- Executive management leadership experience across businesses with diverse operations
- Change management expertise on large scale projects
- Information technology / digital disruption

The YMCA has a commitment to youth empowerment which includes the governance of the YMCA. Our Constitution outlines the requirement to ensure that we have two young people under 31 years on our Board.

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

Expressions of Interest close 28th of February 2017





**EXCLUSIVE OPPORTUNITY**

Seeking Sophisticated Investors

# big wave gaming

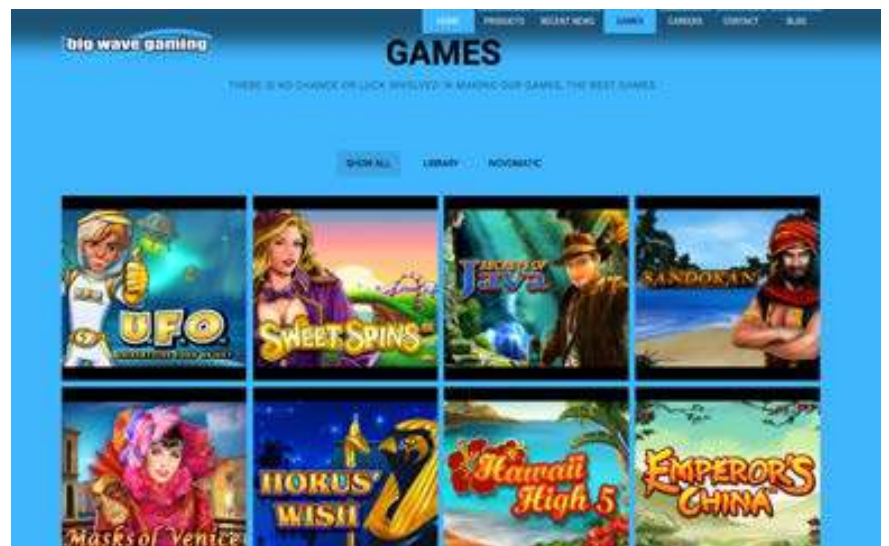
Following a successful track record in game development for major vendors, BWG has launched its own games on social sites (Facebook) and app stores for mobile devices (smartphones & tablets) with strong results.

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







THOUGHT LEADERSHIP

## Five tips for networking your way to a board career

By Kylie Hammond



Let me start off with a harsh truth: if you're not prepared to network, then your chances of a successful board career are very slim.

There are many executives who would like to have a successful board career. But without getting on the good books of board directors, headhunters and business advisors who recommend board members to their clients, you are only ever going to have very limited success.

The reason for this is that in the board search market, many positions are unadvertised. Networking is a key component to your board search strategy – without new board director connections, you will miss the best unpublicised board director and advisory opportunities.

So, how do you tap into this market? What many executives seeking board roles fail to recognise is you are actually invited onto the board by the chair and existing board of directors. You need to work out a foolproof mechanism to build relationships with these individuals long before the board vacancy develops.

Want a board position? You need to know directors.

For some, networking is something that is quite foreign. I am often surprised at how uncomfortable even senior candidates are when approaching chairs and boards of directors outside of their existing networks in order to cultivate new relationships.

Here are my top five tips to achieving networking success and to help facilitate a smooth transition from executive to non-executive and advisory board career.

### 1. Make networking a priority

Think about the types of connections you want to make and new relationships that would be helpful to your board career.

You need to be attending at least two or three events per month and have a diary packed with regular and new functions that would enable you to expand your business network. Commit to doing this for several months and stick with it. Set yourself a goal to meet 20 new board directors this month, and monitor your progress.

The art of networking can be mastered, but you need to make this an important area of focus in order to become comfortable and confident in this arena.

### 2. Don't network where the usual suspects network

If you want to uncover the best opportunities for board roles, go where nobody else goes. You need to look for networking functions and events where board-level executives will be present and you should cast a wide net.

I personally like to network where I have strong personal interests such as horse racing, motor sports, tennis, rugby and wine appreciation based functions. I find that by mixing my personal interests with business networking, it doesn't really feel like business networking!

Other avenues to consider are chambers of commerce, legal, professional services, private equity and venture capital hosted functions as well as startup business pitch festivals.

### 3. Get a networking buddy

Find someone who has similar interests and can support you in your networking endeavors. Having a colleague attend functions with you can work very well, and might even push you out of your comfort zone to approach high profile board directors who you wouldn't normally approach.

Work out a game plan and tackle business networking together. Make it fun, help each other with introductions and have a strategy in place to help each other move around the room and not get stuck with only a few executives. Don't under-estimate the importance of introducing yourself to the host of

1. Make networking a priority
2. Don't network where the usual suspects network
3. Get a networking buddy
4. Be prepared to invest your time
5. Have your elevator pitch prepared



the function and always ask them to make a few introductions for you to get you started off when you arrive.

#### 4. Be prepared to invest your time

Successful networking will take up time, require focus and effort. Sometimes it may seem a bit hit-and-miss, but overall, the rewards are immense.

Meeting with the right board director, at the right event and at the right time, could pay significant dividends to your board career. Well networked executives are never short on new career opportunities and offers to join multiple boards.

Remember to always follow up your new connections and regularly reach out to your existing network. Leverage networking tools such as LinkedIn to make the process more streamline and professional.

#### 5. Have your elevator pitch prepared

Have a statement ready so you are comfortable introducing yourself and explaining what you do. Look for opportunities in the conversation to indicate

that you are seeking board appointments or building a board portfolio.

A good question to ask other successful board directors is how they got their first board appointment. Of course, you should be armed with your business cards and follow up with a LinkedIn connection request following the initial meeting.

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

This article was first published  
HERE in Womens Agenda on  
17th August, 2016.





## 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



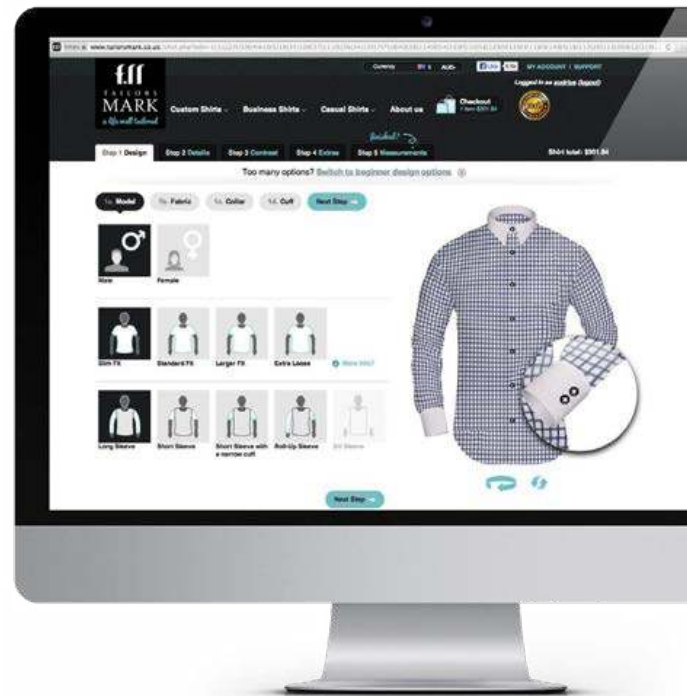
Tailors Mark offers consumers the ability to create their own high quality, bespoke shirts.

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 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



## 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.





**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.

"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**

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

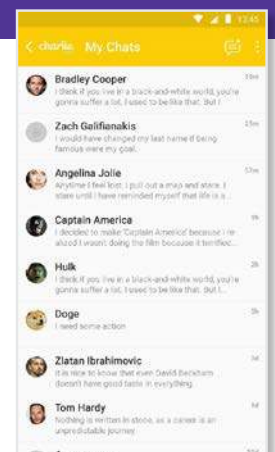
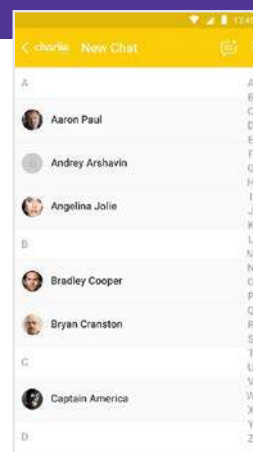
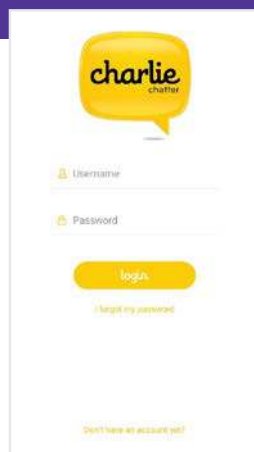


It's like having your friends in the lounge room with you and you don't miss a second of the action!

### 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







IN THE NEWS

## SMART CAPITAL: the case for seeking start-up funding from investors who lend their smarts

By seeking out 'smart capital', as distinct from seed funding, early stage SMEs can enhance their business acumen, avoid unnecessary start-up mistakes and increase their appeal to prospective investors, according to Kylie Hammond, founder and CEO of Director Institute.

"Smart capital is money from an individual or group of individuals who can, by sitting on an investor advisory board, provide an early-stage business with value beyond funding; for instance, experience, knowledge, mentoring, advice and access to their business networks," Hammond explained.

She spoke to Dynamic Business about the advantage of 'smart capital' and how early-stage SMEs and start-ups should go about obtaining it.

### What is the value of smart capital to early-stage businesses?

"Not only does 'smart capital' give start-ups a much needed injection of cash, but it brings in expertise that can help a business grow, refine their strategy, managing risk and, consequently, avoid unnecessary mistakes.

"Smart capital has a number of advantages over using seed finance, which is often difficult to secure without substantial revenue turnover and a business track record. Seed finance is also quite expensive and lacking in flexibility on repayment terms, whereas smart capital is usually more receptive to aligning with the growth and success of the business.

"Bringing in smart capital, via an investor advisory board, serves three purposes:

1. **Access to critical funding** – smart capital brings in the seed capital needed to expand the business, hire people, further enhance the IP, register patents, test the market, run a pilot and gain even more compelling 'proof of life' metrics and results.
2. **Talent and expertise** – smart capital may also help bring in high-profile individuals who can open new doors and help win business. Ideally,

## DYNAMIC | BUSINESS



businesses should try to secure at least one entrepreneur on their board who has successfully grown a similar business venture – this carries a lot of weight in a market filled with start-ups wanting to fund their bright ideas with other people's money.

3. **Gives sophisticated investors confidence in your venture** – Securing smart capital early can help businesses further down the track when they are looking to raise larger amounts of capital. It will give sophisticated investors confidence in the business and comfort that there are other advisors and board directors with 'skin in the game'. This may help address concerns about not achieving a satisfactory return on investment."





### What must people do prior to seeking smart capital?

"Firstly, you need to believe in your business – don't hedge your bets; instead, put all your efforts into the business. Don't get distracted by other ventures or back-up plans – as soon as you have a back-up plan, you are basically indicating you don't believe in your business. If you're not 100% confident you are going to succeed, don't take funding from investors.

"Secondly, get proof of life. It is crucial you have a business model that can demonstrate revenues and profitability, usually within one to three years. Don't be one of those early stage businesses that can't show profits, and therefore returns to investors. If this is your business, get some advice as you're going to find it extremely difficult to fund and you may need to refine your business model."

### What should start-ups look for in an investor?

"Early-stage SMEs and startups look for investors who:

- are eager to be a part of their advisory board – it's a relationship that goes beyond a financial transaction.
- have grown a business similar to their one – they can share insights into growth strategies and help start-ups avoid mistakes.
- have broad knowledge, rather than narrower, specialized expertise – they need to be able to understand numbers and business contracts as well as broad commercial acumen to assist the business in more practical ways.

- are well connected – an extended network can open up interesting doors for new business opportunities."

### Are start-ups the only beneficiaries of smart capital?

"Smart capital can be leveraged to assist early stage businesses commercialise their business idea or technology and can be a critical to getting a business to the next stage of its growth cycle. Smart capital providers often support businesses to become a more-investible opportunity and prepare the company for more significant rounds of Private Equity or Venture Capital. Smart capital is also leveraged by business owners who want to take their business to another level of growth and need an injection of capital, ideas and expertise to reach a new milestone such as opening up new markets, launching new products or global expansion.

"Established SMEs can also benefit from bringing in smart capital to their business and it can be an ideal way to release some equity in your business in preparation for an overarching exit strategy. At all stages of a SME's growth cycle the benefits of tapping into smart resources and investment are significant."

This article was written by James Harkness and published in Dynamic Business on 25th October, 2016



IN THE NEWS

## The Sydney Morning Herald

# Get on board with a unique pathway

Money? Prestige? Giving back? What motivates those who are building a career on boards? According to someone who spends most of her time helping a large network of current or aspiring board directors get started or build their own board portfolios, Kylie Hammond, the answer can sometimes be all three.

"Only 60 to 80 board roles come up on the ASX 100 a year, but outside of that there are thousands of board positions across private companies, government, the not-for-profit community and early-stage businesses, says Hammond, CEO of the Director Institute.

Kylie Hammond from the Director Institute says most board positions are not advertised. The majority of board positions are paid (\$50,000 to \$60,000 is typical for an advisory role) but getting your first role is usually the biggest challenge.

"It's very hard to get your first position, and a bit easier to get your second. Board careers are incremental: you never start at the top, you start with smaller companies and each leads to the next," Hammond says.

Hammond believes it's vital those first few roles are a success.

"You want board settings where you are genuinely going to add value, learn from the right people and start to build your reputation, brand and experience," she says.

Through her work with the Director Institute, Hammond has placed over 2500 board appointments. She believes those aspiring to build this type of career need a threefold strategy.

First, strong networks are key.

"You actually get invited to join a board, and most of the roles are unadvertised: so networking is critical," she says.

But who to network with? Owners of businesses, directors, advisors, executive head hunters are all often involved in recommending new board members.



"Be prepared to put some effort into that side of things; it won't just come to you on a silver platter," says Hammond.

The second key to success is to know your offering.

"Brand is important, but it's about understanding what you would bring to a board and where you would add value. Maybe you have strategy experience, can do risk management or could help commercialise things. You need to have a clear idea of where your skills and experience rest, and then roll all that into a personal brand – which, today means online [perhaps the right LinkedIn profile] and offline [having the right resume]," she says.

Lastly, it's up to you to stand out: how can your experience rise above the many who are clambering for similar positions?

For Hammond, it also pays to really think hard about that very first role. While many will be keen to take on a volunteer position (and in some cases that's appropriate), she believes those wanting to build a commercial board career would do better to look to start-ups.

"What a start-up does in 12 months is the equivalent of three years business as usual somewhere else. The company goes through a real journey in that time: they may not succeed, but the experience of sitting on a board or advisory board in that setting is very good," she says.

While this can be a baptism of fire, Hammond believes it also helps the cream rise to the top.

"If you can cut it in that market you can have a very successful board career."

This article was written by Sue White. SMH, June 2016



IN THE NEWS

## Accounting skillset 'in demand' at executive, board level

**accountantsdaily**

Katarina Taurian  
Accountants Daily, 4 November 2016

One consultant who specialises in board and executive hires has revealed the key skillset sought in accountants who are aiming to boost their corporate careers, and avoid being “pigeon-holed” in their existing roles.

In the current market, it's not unusual for boards to be on the hunt for senior finance talent when looking for new members, said Kylie Hammond, chief executive of Director Institute Next Generation Directors.

However, for accountants to get themselves on the radar, it's important to think outside of a “numbers framework”, which can be their weakness.

“You need to be at the top of the tree in terms of technical competency. But what they look for from financial executives – accountants, CFOs, financial controllers – is your influence in making decisions about the business strategy and the execution of strategy,” Ms Hammond told AccountantsDaily.

“They are really looking for commercially minded executives who can look at things from all angles, not necessarily just through a financial prism, although that is important.”

Ms Hammond is confident that accountants are competent and appropriate for roles that require this skillset, but are often “pigeon-holed” into numbers-based roles.

“There's maybe not the expectation from others that the CFO is going to come up with the next bright idea in the business. It think it's about being assertive, putting forward your suggestions and ideas, and not just presenting on the numbers,” she said.

“You need to translate what the numbers mean in terms of business strategy, opportunity, growth, people, processes and systems,” she said.



The “number one” skill accountants with board and executive aspirations should work on is their communication; in particular, their communication of their ideas to senior management.

Further, Ms Hammond stressed the importance of investing in personal development, with many employers not providing these services to their accounting recruits as they once were.

“I always recommend people put 10 per cent of their income back into themselves in terms of personal development,” she said.

“That could be through a range of things. That could be through communication skills courses. It could be an MBA. It could be going to Harvard for a two-week residential program – there's a range of opportunities that would boost your prospects,” she said.

Ms Hammond also noted that there tends to be a generational gap when it comes to accountants' willingness to adapt their skillset – with Millennials, in particular, actively seeking personal development opportunities and keen to broaden their communication skillset.

The “old guard” tend to be more hesitant to adapting and adjusting their skillset, and tend to be more on the conservative side, Ms Hammond added.

# Are you a Next Generation Director?



Kylie Hammond  
Chairman & CEO



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“The Director Institute provides an amazing mix of guidance and support, coupled with the tools and networks that are invaluable for individuals looking to build a successful board career.”

Director Institute Member

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