



Director
INSTITUTE
Next Generation Directors

BoardAlert

EXCLUSIVE
MEMBER
MAGAZINE

FEATURE
INTERVIEWS WITH:

Larry Kestelman and Janek Gazecki

ALSO INSIDE:

Mindy Powell-Hodges

Dean Laurence

Caterina Sullivan

Philip Anthon

Peter Switzer

Austin Begg

plus much more!



WELCOME TO THE LATEST ISSUE OF BoardAlert



It's been an incredible year for Director Institute and our members. Over the last 12 months we've welcomed thousands of new members into Director Institute, and met many of you at our Masterclass and Director Luncheon events that have been held around the country.

This year our event program is even bigger. We have introduced a 2-Day Luxury Platinum Program that will be running in Sydney in February and March. Both of these events are sold out so keep your eye out for new dates later in the year. We also have 12 new Masterclass dates booked in around the country, and some fabulous Director Luncheons planned. Every member is encouraged to come to a Masterclass as part of their membership. If you haven't yet attended one of these events, please speak with the membership team to register your place. Take a look at our event schedule on Pages 8-10 for more information. Or for up to the minute details keep an eye on the events tab of the website.

We are also pleased to welcome Liz Behjat onto our Advisory Board. Liz will be helping us to support our growing member base in Western Australia. Liz has an extensive Non-Executive Director background and has recently retired from the Legislative Council of the State Parliament of Western Australia where she spent the last 8 years. Liz is currently the Treasurer of the Australian Chapter of Global Organisation of Parliamentarians Against Corruption, and a Member of the Management Committee of the Ralph & Patricia Sarich Neuroscience Research Institute, the Neurotrauma Research Program Executive and served for five years as Chair of the Ashdale Secondary College.

In this issue, we have had the great pleasure of interviewing several amazing leaders including Larry Kestelman, founder of the mobile broadband company Dodo, and Melbourne-based property development company LK Property Group, and Janek Gazecki – founder and CEO of Urban Polo. Thank you also to the members who have contributed their valuable thought leadership and insights to this issue of Board Alert.

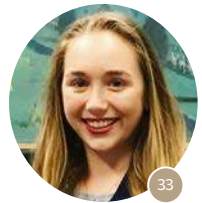
The market right now is extremely buoyant. I have never seen as many Board opportunities as I do right now. I think it's because wherever you look, any industry you look at, in all sectors there is disruption. There is competition. There are major changes on the horizon, and it's vital that Boards have the A-Team around their business.

Over the next few months I recommend that members spend the time to refresh CVs and LinkedIn profiles, and consider their plan for 2018. If you are considering applying for a role, please book in for a mentoring session with either myself or the membership team to ensure that your application is the best it can be – and always book in for a mentoring session prior to an interview. Preparation is key when it comes to board recruitment.

Kylie
Kylie Hammond
Executive Chair

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Larry Kestelman

Larry Kestelman, founder of Melbourne-based property development company, LK Property Group is a serial entrepreneur. In 2001 he founded Dodo, a mobile broadband, VoIP, and later home and car insurance, gas and electricity service provider. In 2013, the company was sold at the point where it had over 400,000 customers and 660,000 active services.

Larry's passion for business extends through to his diverse range of investments in telecommunications, property and the National Basketball League.

His latest project is the extraordinary Capitol Grand development in Melbourne. Reaching the hedonistic heights of luxury, Capitol Grand and LK Tower embody the pinnacle of architectural achievement. As Australia's first 6-star apartment building, it boasts exceptional design and dynamic, contemporary living spaces, as well as a luxury retail precinct.

Earlier this month, Larry kindly agreed to sit down with Kylie Hammond to discuss his career to date, share insights and ideas for the future.



How did you get your start, here in Australia?

The early years were hard, as an immigrant it is not easy to fit into schools, social groups and make new friendships. I was like a fish out of water. When you arrive in a country where English is not your first language you tend to be drawn to your own kind. I mixed with other Russian immigrants and then slowly assimilated into Australian society. My first six years in Australia (school years) were very difficult, and I jumped from school to school and barely passed my grades.

Following school, I had no idea what I was going to do; my mother was a doctor and my father an Engineer. My father wanted me to follow in his footsteps and

become an engineer, however I wasn't drawn to it, and the travel was too far from the university I gained entry to. So I decided on Business. Business Marketing and Business Accounting. I never thought I would end up a businessman, less so an entrepreneur. I only took the course because my cousin had recently completed it, and I thought it was as good a place to start as any.

What happened after you finished university?

I wasn't sure where I was going. I was just trying to survive and get a job. But once I started working I thrived. I loved working. I started off in Accounts Payable and Receivable Assistant in an accounting company, and worked for that company as if it was



my own. I worked incredibly hard, and made my way through the ranks pretty quickly.

By the age of 20 I was working for a company called CRA Exploration, which ended up being Rio Tinto and my job title was "Accounting Systems Administrator". I put in one of the first MicroVAX computer and accounting systems, and flew around the country training others to use it. I loved it, and while I worked really hard I was rewarded with a good salary for a then 21-year-old of approximately \$40,000.

I remember a particular day very clearly; my boss who was an English gentleman was smoking a pipe in his office and invited me in to have a seat. He sat me down and said "Larry, I have been spoken to. At the age of 21 you don't have an MBA, you're on more money than some of the geologists are and as much as I love what a great job you're doing, I need to be honest. I'm not going to be able to put your salary up for a while, because no matter how hard you work, it's not the right look."

To this day, that sticks with me, because I will never judge anyone – by their age, degree or whatever – I will judge them by their skills and ability. Salaries, positions and titles mean nothing.

So then what? You're 21 working at CRA Exploration, and have been told you won't have a pay increase for a while?

Well, I went off and tried to do my MBA at the age of 21, I think I lasted about six months. It wasn't going to work for me, so I went travelling. I tried a few smaller businesses that did ok and then came back to Australia and worked as an accountant for a man by the name of David Goldberg for four years. Goldberg was a Jewish South African retailer who ran a couple of very large supermarkets out of Lalor and Thomastown, and I really enjoyed working for him. I learnt a lot and only left him because I was ready to go out on my own and get into Property.

I started doing property development whilst I was working for Goldberg. I would get up at 5am in the morning and go to the building site, get back on the phone at lunchtime, and go back to the site after working as an accountant all day. They were very, very long days. At this point I built a couple of two-unit subdivisions that I lived in, and then I did another two units, then another two units. Then I did three. I thought it was time to leave Goldberg and achieve a personal goal; which was to have a business of my own. So I left and I started a few smaller business type ventures in property.

How did Dodo come about? How did you end up in IT?

After doing property for about four or five years, I was talking to my cousin (who also advised me to study business accounting) and said "I like what I am doing, because I am earning good money, but I can't say Property Development is what I am passionate about" I had previously enjoyed working for businesses that were more real-time, people orientated, and I wanted to work behind a desk with a great view. That's what I wanted!

My cousin was running a large accounting firm

"I will never ever judge anyone – by their age, degree or whatever – I will judge them by their skills and ability. Salaries, positions and titles mean nothing."

at the time and he said, "I don't love what I do either". So with that, I took it upon myself to go and find another business that would be more fun and more real-time and people orientated.

It could have been anything, we weren't IT experts nor were we Internet gurus, but I knew business, and I knew people and I knew I would work hard at whatever it was.

We didn't initially set out to be Internet providers; we accidently ended up there. We were actually looking for a way to automate GST via the Internet.

So we hired a bunch of young guys who knew a lot more about the Internet than we did. We brought the business know-how and the marketing knowledge.

The marketing for Dodo was phenomenal, for that time it was really out there.

That's right. I think that came from the fact that I'm not a trained marketer, but I think I know people.

When you're spending your own money you have to be very, very frugal and make sure that every dollar works the hardest. I used every trick in the book to make sure that our ads got noticed. Whether it was a loud bird, or a pretty blonde, it didn't matter to me. We used catchy jingles like 'Up There Cazaly' and 'Hard Yakka'. I used everything I could to make sure that our marketing dollar went the furthest. We had cheap offerings. Not scary like some of the other providers. When the Internet started, it was all very confusing, so we planned to just keep it simple.

That was our formula for a very long time. Simple marketing & simple plans.

We never tried to pretend to be anything else. We knew exactly what our market was. The front end was Internet and marketing, but where I really pride myself is the back-end systems and processes that we developed.

Before even launching Dodo I was writing billing systems and felt that most of the time we were more of a software development company rather than an Internet company. At one stage I had probably 30 or 40 software developers writing all our own systems, and all our own processes. We were almost a logistics company. Dodo was a high volume business, with a large number of clients and low margins, so we needed to automate and systemise everything.

One thing I did miss early on was the need to have a call center. I nearly killed the company through not understanding how crucial that was!

"It could have been anything, we weren't IT experts nor were we Internet gurus, but I knew business, and I knew people, and I knew I would work hard at whatever it was."

Almost 50% of what the business did relied on being an expert in call centres. When we started, we employed up to 600 people in Melbourne and Moorabbin – but we couldn't grow quickly enough. We couldn't keep up with the numbers of people needed, and we couldn't keep up with the systems.

We had to evolve very quickly. So, we ended up starting a call centre in the Philippines from scratch. I went from running it all on a Samsung phone system to now running one of the biggest Cisco platforms in the Southern Hemisphere. And we then completely outsourced it through Acquire Asia Pacific.

We are now the largest outsourcers in Australia, with 7,500 people servicing many Australian public companies. We became the premier outsourcer to the Philippines, and worked for 40 different Australian and US companies providing a full suite of services. We also had a call center in the Dominican Republic.

That's amazing. From an outsider looking in, it seemed like your timing was incredibly good, in

terms of the sale. What did you put that down to? Was that a bit of gut instinct kicking in?

I think it was a combination of things. Part of it was instinct. The other part of it was that I had stopped enjoying it. That was my cue. I love setting up businesses, growing businesses, systematising businesses and, but most of all - developing people.



During that period I had trained up a bunch of amazing people – some of them had been with me since day one. In fact, the person currently running the Acquire business was one of our first six employees at Dodo.

The organisation had evolved from an Internet business into a telecommunications business into an electricity business. We were the first non-traditional retailer for electricity and gas and we were also doing insurance. My vision for that business was to be everything for the home.

“It is very easy when you’re talking to passionate young individuals, to mistake passion with arrogance. It’s very easy to mistake exuberance with hard work.”

By the time I sold it, we were the largest private company and probably fourth largest with half a million customers.

I really loved Dodo, but I just felt it was time to go and do something different. And that’s where Capitol Grand

came about. I decided to go back to my roots, back to property.

Back to something you are passionate about?

I’ve done a lot of property development, but Capitol Grand is just something completely out of the box.

Is Capitol Grand Australia’s only 6-Star Property Development?

Yes it will be Australia’s first Six Star development. The site that we’ve built on is unique – I know I’ll never find another one like it. It’s 5,500 square metres on the corner of Toorak and Chapel Street, and was actually designated to be a site of significance for Melbourne. With no height restrictions limiting the design, I was able to let my imagination go wild, and what we’ve ended up with is something that will be an absolute icon for Melbourne.

Capitol Grand will be 50 stories, and includes a luxury retail precinct – with every type of service imaginable. Luxury finishes and uncompromising design. It will be extraordinary. It was built as a place where I would want to live.

It’s been an absolute labour of love – and now - seven months into construction, over 80% of the building has already been sold. It’s been very well received and is something that we’ll be very proud of.

I love the fact that I had to think a little bit differently about how to market the project. That’s why we approached Charlize Theron to be our brand ambassador. What people don’t understand is, to this day, she’s only ever done two endorsements - Dior and Capitol Grand. Charlize is not someone who does these things flippantly. She fell in love with my vision of what we were creating, and agreed to back it.

I’m very proud that Charlize bought into that vision, and is still the ambassador, and we’ll probably get her out here for the launch of the building. It’s been a very interesting and fulfilling exercise. It’ll be a seven-year project from the time I started to the time I move in.

Property is great. But the bigger the capital required, the longer things take. I need something to keep me occupied. Hence I've got the NBL and other projects on the go, where, even though they involve just as much hard work, they're much more immediate, real-time. You're working with a young group of people and creating something totally new and different.

One final question. I do a bit of capital raising, and we see all these young guns coming to us with their pitch decks, and they're all looking for money. The old school way was that you built the businesses to be cashflow positive. What are your thoughts on the landscape at the moment with capital raising, and entrepreneurs in general - have they done the hard yards? What do you look for when you're out there investing?

In my opinion you still have to have an idea that someone believes will actually work. So the first thing I do is make a judgement about whether the business has a good idea? Secondly, does the business actually solve a problem? Or is it just a good idea? There are a lot of good ideas, but I think unless you're solving a real problem – the business will be a lot harder.

But all that is meaningless if the person who I'll be dealing with isn't the right person. They need to have the right character – and I have to know that they will do the hard yards.

In the past, with some of the investments that I have made I have probably made errors in judgment on that front. It is very easy when you're talking to passionate young individuals, to mistake passion with arrogance. It's very easy to mistake exuberance with hard work.

You have to be very, very careful when you back people, because money is one thing, but I'm not always sure that some entrepreneurs 100% appreciate the advice and the time that you put in. So, the last question I ask is whether they will be prepared

to really, truly listen to my advice. It's hard to watch some of them make the same mistakes that you've made, and not heed the advice.

I think the start-up space is difficult; it's not for the faint-hearted. It's certainly not for people that are not OK about letting businesses fail. Success in the startup space is a numbers game. I've done half a dozen of them and I'm seeing them through to some sort of an outcome, and for the most part, I think they will end up being successful. But I'm not sure that it's my perfect space.

I prefer to take on businesses and almost make them work at mini cost. I don't like the idea of letting them go, even though the reality is that will probably have to happen at some stage for some businesses. But, for the most part, I don't enjoy it.

In the future I will probably be more involved in organisations who are next level businesses, that are already up and running. People that have actually had a chance to fail and see how hard it is, and who are prepared to work harder, and heed advice. Mentoring will allow me to get in there and actually help people take their businesses to the next level. It's probably where I see myself being most useful.

"I think the start-up space is difficult; it's not for the faint-hearted. It's certainly not for people that are not OK about letting businesses fail."





Welcome ^{to} the Boardroom

MASTERCLASS

SYDNEY: 5th April • **MELBOURNE:** 8th March | 26th July
• **BRISBANE:** 7th June • **PERTH:** 4th May

Join Kylie Hammond Executive Chairman and Founder of Director Institute, and her team for this supercharged one-day Masterclass that will fast track your board career.

Limited to only 40 people this opportunity is suited to mid-to-senior executives, general managers, directors and C-suite executives ready to drive their career forward to achieve amazing results.

Attendance at the Welcome to the Masterclass full day workshop is included in your membership.

Join now and book in to attend the next event in your state.

Current Members - register via the Membership Team
Non-Members register [HERE](#)

"The Welcome to the Boardroom session was extremely worthwhile. It gave me the clarity and information I needed to move forward in this direction... I'd recommend it for anyone seeking to build a broader work/life portfolio and move into Director and advisory roles." Sarah Denby-Jones

"I thoroughly enjoyed the Welcome to the Boardroom Masterclass... I met a room full of smart, savvy executives and came away with a variety of ideas. Well run and extremely informative... clearly the best in the business." Belinda Dimovski

"...a highly valuable day. It is current, relevant, built with years of experience behind it. Kylie and her team shared valuable knowledge combined with many networking opportunities. It is essential learning for any person seeking Board roles." Tim Allison





Directors Luncheon

Topic: Understanding the Digital Landscape in 2018

Melbourne - 15th February

Sydney - 1st March

Book online via our Event Tab

Are you playing digital catch-up?

Many organisations are looking at 'bolt-on' digital strategies as a way of catching up. In this Directors Luncheon Thomas Green will discuss why Bolt-on digital strategies just don't work, and why it's important that Directors need to shift their thinking when it comes to developing digital strategies that will really deliver competitive advantage.

Thomas Green is a Director Institute Member, and a 'customer centric' digital specialist and entrepreneur. He sold his first website which offered customer insights (pre Google Analytics) in 1998 for GBP 100,000 and has worked for software giants IBM and SAP, a leading bank, and the UK Ministry of Defence helping them all to develop optimised business processes.

It's safe to say that customer service using technology is his thing.

During this luncheon Tom will share his insights regarding the Digital issues organisations will be dealing with in 2018 with other Director Institute members. He'll discuss solutions – and how to bring true digital transformation into your organisation.



Topic: Key Issues in Cyber Security - What Directors Need To Know.

Melbourne - 16th May

Brisbane - 6th June

Book online via our Event Tab

The online environment continues to be dynamic, as organisations seek to exploit the benefits of a connected society. Unfortunately, recent events keep reminding us that whilst organisations are seeking the good, they are under investing in mitigating the risks. This session will explore the key issues applicable for company directors surrounding recent cyber security events, from WannaCry and the Medicare 'hack' through to the impending introduction of data breach notification.

Nigel Phair is an influential analyst on the intersection of technology, crime and society, and a member of Director Institute. Adjunct Professor Phair has published three acclaimed books on the international impact of cybercrime, is a regular media commentator and provides executive and board advice on strategy, risk & governance of technology.

For more information about our upcoming events please refer to the Director Institute Events tab on our website. www.directorinstitute.com.au/events



New Webinar Series:

The Directors Digital Briefing



by Bill Lewis

The greatest threat to the competitive position of any business today is the infinite combination of technologies available to create completely new ways of doing things.

Research from industry bodies and corporations rate technology as a 'mission critical' capability for up to ninety per cent of company directors and senior executives. Directors need to be aware, and cognisant of the speed of change of technology and how it impacts the businesses – yet fewer than twenty percent of Boards feature technology literate people.

Bill Lewis is an experienced international director and is currently Advisor to the Board of Temasys Communications Pte Ltd, a tech start-up based in Palo Alto and Singapore, which he co-founded in 2012.

Bill has recently produced an informative three part webinar series – The Directors Digital Briefing that is available to the Director Institute community.

The 3 Part Webinar Series covers:

Part One: Overview of the Digital Landscape and Future Challenges

Part Two: Strategic Perspectives – Globalisation and Hyperscale Businesses

Part Three: The Digital Mesh and Future Employment Challenges – Wrap Up

You can access this three part webinar series via the Event Tab on the Director Institute website – [click here](#).

We are looking at running a full day Directors Digital Literacy Masterclass for Director Institute members in 2018.

Please register your interest [here](#), or contact membership@directorinstitute.com.au.

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.

Which Membership level is right for you?

We have three levels of membership at Director Institute - depending on how much access to our services, support and one-on-one mentoring you'd like to receive.

Director Institute Membership Options

	Foundation Membership	Premium Membership	Welcome to the Boardroom
	\$1,595	\$2,200	\$5,500
	ONE-OFF MEMBERSHIP FEE	ONE-OFF MEMBERSHIP FEE	ONE-OFF MEMBERSHIP FEE
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	3	6
Refreshed Board Director Professional Resume and LinkedIn Profile			
Personal introductions to private business network			
Board Interview preparation, contract negotiation and due diligence advice			
Access great rates for DirectorGuard Insurance			
Keys to the Boardroom e-learning course			
Full Day Masterclass*			
Luxury Event Networking and extra mentoring sessions			

* Choose from the range of Full Day Masterclass events being held around the country. Check our event calendar on page

JOIN THE DIRECTOR INSTITUTE TODAY!
membership.directorinstitute.com.au



Keys^{to} the Boardroom

e-Learning Program

The Keys to the Boardroom is designed to be a self paced e-learning program which will show you step by step how to fast track your board career, how to break into that until now illusive inner circle, and how to get access to the 90% of board roles that are currently unlisted on any job site.

We have placed board directors into internationally listed companies, private and government boards, as well as not for profits and early stage high potential companies.

During this program, I will teach you what keys open the doors to the most sought after board rooms, discuss all the do's and don'ts of securing board positions and provide a clear road map of how to future proof your career and retirement with a board portfolio



The Program:

- Self-paced step by step e-learning program
- 20 part Video e-learning modules hosted by Kylie Hammond
- Each video module in the program runs for between 8 – 10 minutes only. No waffle-only short, sharp and to the point content.
- 110 page printed workbook – delivered to anywhere in Australia.



Get the Keys to the Boardroom e-learning program for \$995 and receive 12 months of BONUS Foundation Membership at the Director Institute.

[Click through for more information](#)



Janek Gazecki

A passion for polo led former Sydney lawyer Janek Gazecki to swap the gavel for a mallet to build one of the world's largest Urban Polo companies.

Urban Polo is now widespread across Australia, with a total of eight events staged annually, under the brand names 'Polo by the Sea', 'Polo in the City', and new in 2018, 'Polo in the Vines'.

Director Institute have hosted corporate events at Polo in the City on a number of occasions, and recently spoke with Janek about his experience developing what is now the world's largest national polo series of any kind.



How did you get involved with Polo?

Being of Polish descent my father believed that every good Pole should know how to ride a horse, so he sent me off to a riding academy at the age of 14.

At that time my association or knowledge of polo was quite limited – I certainly didn't hail from one of those established polo families which exist here in Australia. But I could ride, and loved horses.

In my late teens / early 20's I didn't really have a lot of contact with horse-riding and it was only by chance that a friend introduced me to polo, and immediately I fell in love with it.

What do you love about the game?

There are several things. Firstly, I'm a big nature and animal lover. Spending time with these incredible animals really appealed to me. And as most polo is

played in the country, the opportunity to get away from the city for the weekend and play a tournament was something that was really enjoyable.

But most importantly, the sport is addictive and gives you a massive adrenaline rush. The experience of galloping on a 600 - 800 kilogram animal at sixty kilometres an hour while trying to negotiate plays around you, and also hit a ball at that speed is incredible. The sense of focus that stems from that, in addition to the adrenaline is something that I can only describe as a 'zen' experience.

It's a very addictive and challenging sport. I've always been an avid sportsman and with every sport you get to a level where you go, oh yeah I get this sport, and I can do it at a reasonable level. But, as a polo player you never really feel that you reach that point because it's such a challenging sport. There's so much complexity to the game that you never reach a point where you feel complacent.



How did you turn that love for the sport into 'Polo in the City'?

At the time I was a lawyer and very quickly started to use polo events out in the country as a vehicle for client entertainment and marketing.

As time went on, I started helping out with local clubs. I began to organise the tournaments, and my involvement organically grew. It reached a point within a few years where it was clear that polo could become the next big thing in terms of client and corporate entertainment as it offered the perfect platform for premium, luxury and performance brands.

It had all the elements that premium brands and many businesses aspire to - dedication, ambition and excellence – all these values can be used to describe the players, the horses and the game itself.

How did you go about bringing Polo to the business community?

In order for polo to become a branding platform for corporate clients, it needed to take place in the city. You couldn't really entertain clients at scale an hour out of town, which is where the polo fields tend to be anywhere in Australia.

There were a number of things that had to happen to enable the sport to be played in an urban setting. Firstly, we needed to get permission from council to bring the horses into Sydney parks.

Secondly, a traditional polo ball is too dangerous

for close proximity, and damning from an insurance perspective. It is as hard, if not harder than a cricket ball, and if a player was to somehow miss-hit the ball, travelling at 200 km per hour, into the crowd – well, you could kill someone.

So, we devised a ball that is approximately five per cent larger than a polo ball and made of a plastic composite. The new ball still flies straight, but is nowhere near as hard or as heavy, so there's give in it. If it hits you, you might get a bruise, but you won't get a broken bone.

We also reduced the size of the field. A traditional polo field is 300 metres long, and it's doesn't need to be that large. While that size is great for the players because they're able to run around everywhere, from the spectators' point of view, once the play is 300 metres away it's no where near as enjoyable.

So, we literally cut the field in half. Our field is now 140 metres long, and 55 metres wide, which is still three or four soccer fields across – but as a result of this change, the game became a true spectator sport.

As a spectator you can see the action going past you, back and forth, and you can follow the game. As a player, the game becomes quicker. Because you're on a smaller field, when the ball gets to you, you've only got a few moments to get rid of it or make a play.

In the traditional game, a player would get the ball, and with no one close to them for a hundred metres, they'd just stuff around with it, decide what they were going to do with it, then play a shot.

We also changed the rules and removed a lot of the technical fouls. These alterations changed the dynamics of the sport, making the passes quicker, allowing for a faster, free-flowing game.

While the changes were significant – it's not like this hasn't happened to most spectator sports over time?



Absolutely. When you look at any successful sport, whether it's tennis, soccer, or football, all of those sports have, at some point in their history, undergone a major transition to take them from what was once a pastime to a professional sport, which is spectator friendly.

As an example, if you look at soccer, it used to involve a heavy ball, which would move maybe several metres. Now, the balls fly for a 100 metres. You can curl them, lift, drive; you can do all these tricks with them. That was introduced to revolutionise the sport.

When scrutinising polo as a sport – it became apparent the rules of the game hadn't changed for about two and half thousand years, dating back to when it was first devised. Originally polo wasn't even devised as a sport, but rather, a training method for the mounted Turkish and Ottoman Calvary.

How long has Urban Polo been running – and have you continued to make changes to the game over the years?

This is our 14th year more or less, while most of the fundamental components of Urban Polo were introduced very early on, we have continued to improve the game as we've gone. As an example, we decided that it would be better to make the goals smaller – making it harder to get the goal.

What were some of the biggest challenges you faced when you were building the brand, and event schedule in Australia?

One of the obvious challenges that I thought would materialise was that the polo establishment would push back on the changes I wanted to make. Some Australian families have played the sport for generations.

Certainly there was a lot of political opposition to what I was doing from certain circles, but what actually transpired was that the true establishment, or those people that were ingrained historically in the sport of polo in this country, almost without hesitation, almost without exception, all supported what I was doing.

As an example, the Wayland family took me under their wing at the very beginning and nurtured my polo, not just my playing, but also my aspirations in relation to promoting polo as sport generally. As far as they were concerned, the changes that I was suggesting were all good for polo as a sport.

One of the people that gave me the greatest confidence in facing some of the other criticisms was James Ashton. James regrettably passed away in 2010 following a polo accident when he was seventy years old.



He was an incredible individual. The Ashton family is considered polo royalty in this country.

James Ashton Senior was born in 1860 in Australia to humble circumstances. He had four sons, and they lived on a property in the NSW Southern Tablelands and each holidays the boys would return from school to work on the family property.

Being in such a remote area meant there were not enough men on farms to make up cricket or football teams. Fortunately a retired British Artillery Officer introduced the game of polo to the local township of Goulburn and the four boys took to this new sport with vigour.

From 1920 to 1928 the Ashton brothers devoted much of their time supplying horses to the British Cavalry in India, growing wool and playing polo. They ultimately became the number one polo team in Australia and were unbeatable.

John Ashton was the son of one of those four brothers, and was the President of the Australian Polo Federation for many years.

I remember playing a tournament on his property back in the early days, and he asked me to get into his four wheel drive so he could show me the property – and no doubt quiz me about my plans. I guess he was also looking to see what type of person I was.

He then went on to support me on the board of the APF during his tenure. Most of the opposition I had back then, was actually coming from individuals who wanted to see themselves as members of the polo community – but in actual fact, they were quite new to the game themselves.

Politically, that was something that had to be navigated. Certainly, there were times these people would sabotage events. They would ring up the riders and threaten that they'd never play at any of their tournaments and so on, which is extraordinary,



really. But, fortunately, the majority of the community, including the players themselves, have supported this series from the beginning, which has enabled it to become the biggest polo series in the world right now.

That was the political challenge – the other challenge related to the perceived accessibility of the sport. It has been called the sport of kings – which is why some of the nouveau elite were opposing our plans. They liked it being elitist – and inaccessible to every day Australians.

Taking it back to the forbears of the sport in Australia – to James Ashton and his family – the original Australian Polo players were not elitist. The Ashtons were a farming family.

One of the challenges, was to dismantle the elitist image of the sport. The media previously liked to make fun of polo and polo players and it was all hoity-toity, corgis and champagne.

The history of the sport in this country is quite different. The farmers are the custodians. It's a fun day out. Everyone's welcome.

While we wanted to dismiss the elitism, we needed to maintain a certain degree of prestige about the sport. To play the sport you've got to be dedicated, motivated and you have to seek excellence. These qualities were maintained by Urban Polo, and enabled us to gain support from the Australian public, the media and the sponsors.

What events do you have taking place in 2018?

We have about eight events coming up over the next few months. Each event is held in capital cities or in holiday destinations during the peak season, and is geared to ensure that all spectators have a fabulous day out. There are marquees, bars and clubs.

We've got Fashion on the Field happening at each event along with competitions such as sprint races for the public. There are two polo games per event and there is not a dull moment in between because we've just got so much stuff going on.

A lot of the activity involves participation from the crowd itself. The crowd mingle with the players between the games as well, which is a great feature of the event. You don't get to do that with jockeys at the races.

We are on the cusp of the 'Land Rover Polo in the City' season, which is the biggest series within the Urban Polo circuit – commencing on 15th November.

On the 13th of January, we've got Polo by the Sea, which is at Palm Beach in New South Wales. And in February, we bring the South of France to Glenelg Beach in Adelaide with 'Pol Roger Beach Polo'. To see a local city beach converted into a polo festival is incredible.



We'll also be launching a new event - Polo in the Vines in the Hunter Valley in 2018.

The concept behind Polo in the Vines is to create a more European experience. The event will be held in autumn where spectators can wear warmer, slightly more sophisticated outfits. And the event will feature the incredible red wines from the region.

This event is a far more boutique than say Polo in the City, which can support 3,500 spectators (still small compared with the Races which brings in 15,000 people). Polo in the Vines will be even more intimate with only 700 spectators.

Renowned international chef, and hatted restaurant owner, Guillaume will be hosting and presenting a six-course meal with matching local wines to 80 or so VIP's as part of this incredible event – and the location is divine. It literally took three years to find the location. I visited every available winery in the Clare Valley, Margaret River and Yarra Valley – before finally finding the Dark Horse Vineyard in the Hunter Valley, which is perfect.

We knew that the location chosen needed to have the field immediately adjacent to the actual vines. The event will be held in autumn – so the colours of the vines will be spectacular. The owners of the vineyard have converted an old barn into a magnificent Hermes style showroom, which will be the location for our VIP enclosure. The space is magnificent.

Are you looking to export Urban Polo overseas?

The answer is yes, and we're making moves into America. We've just recently finalised our trademark registration for Polo in the City, which is our main Urban Polo asset. With that done we can now finally open the door to the US.

For more information on tickets to Urban Polo [Click here](#).



Mindy Powell-Hodges

Mindy Powell-Hodges was born into a family with deep roots in the thoroughbred industry in the United States. With horses in her blood she has run race-tracks in the US, racing events in Abu Dhabi, and acted as an advisor to the HRH Sheikh Sultan bin Khalifa Al Nahyan of United Arab Emirates. Since arriving in Australia several years ago, she has built a stellar 2nd career in Real Estate. With her thoroughbred passion still intact, she also continues to advise families in Australia and overseas.

Mindy has agreed to help set-up and advise a Director Institute racing syndicate and talks with us about her career to date.



I'm a third-generation horseperson, both my parents and grandparents were in the thoroughbred industry – so you could say I was raised to be a part of it as well. From the time I could walk, I was working with horses. Both Mum and Dad were breeders, and at one point we had over 100 brood mares and stood four stallions.

My father, known for his ability to bring young racing stock through their paces won several Stakes races and trained for the likes of Spendthrift Farms, John Gaines, George Steinbrenner (owner of the New York Yankees), George T. Baily (Owner of Tampa Bay Downs), the list goes on, he was something in his day my Dad.

There is a serious side to the horseracing industry. It's hard graft, and you find that those people who don't have the love or the passion for it drop away. Once in the industry though you never lose your love for the great Race Horse.

In my early 20s I decided that I wanted to find out what it would be like to be on the other side of the

fence – in management. At the time, I was living in Philadelphia, and became the first woman to run a racetrack. My appointment certainly ruffled a few feathers, but a lot of people took notice because I did a damned good job.

From there I was invited to travel to the Middle East Abu Dhabi, The United Arab Emirates Equestrian and Racing Federation wanted international racing recognition and the chief racing steward asked me to go out for four months to help research and write the rules of racing. I ended up staying there for almost eight years.

Quite early on I saw a massive opportunity to develop the sport of horse racing. The Arabs have a love of Arabian horse racing as well. So, looked at how we could promote the Thoroughbreds and the Arabians. During that time, the French Jockey Club suffered a financial break down and intended on no longer holding one of their longest held races the French Darby. I saw that as a unique opportunity for the Federation, so I pulled a proposal together and went to Sheikh Sultan and suggested that we take on the



Saratoga, New York
Whisper Hill Farm owner
Eddie Kenneally trainer
Ballerina Belle 2nd

Purse \$85,000
ZAMQUICK

August 30, 2014
Rosie Napravnik up
5 1/2 furlongs time 1:01.4
Scatecapade 3rd



sponsorship of the race.

This presented us with enormous opportunity to engage tourism, corporate awareness, Arabian racing...the potential was enormous around this event. With the all clear, I went on to negotiate the deal.

It was a massive undertaking; for the one day of racing it probably took eight months of my year, just preparing the event, the sponsors, problem solving, publicity etc, but I loved it. I found that my role continued to grow and I became an advisor to the Sheikh Sultan regarding his own stable of horses. I did a lot of travelling with the family and as time went on Sheikh Sultan didn't purchase anything without me first looking at it.

Why did you leave the United Arab Emirates?

I met my husband Chris who designed race boats for the Maktoum Family and Edwina, was born. It just didn't seem right to raise her there. I wanted her to have a farm, her own pony all the things I had when I was growing up, so we decided to move back to the

United States. While I left my role in Dubai without something to return to, it wasn't long before a friend said to me, 'You know Mindy you've got such a good eye for a horse, why don't we pin-hook a couple of babies together'.

Pin hooking in the United States is when you buy a weanling, which is a foal that is between 4 –12 months old, and you sell it eight months later as a yearling. It's a bit like trading stocks and bonds. You buy it, and then you wait for it to mature, and then you sell it

We took \$25,000 and we went out and bought our first colt, and that pretty much launched Hodgewell Farm. We sold that colt for \$90,000 8 months later and from there we built our boutique operation.

While we couldn't compete against the huge Kentucky consignors and Stud farms who could spend enormous amounts of money buying up large numbers of horses, we decided we'd be better to focus on developing a small, boutique operation. We limited our purchases to 10 - 12 horses a year but ensured that every horse was special. They weren't all the most expensive purchases – but they were top-end based on pedigree and confirmation. There needed to be something about the individual horse that made it stand out before we would commit.

We focused on developing the best conditions for each horse. I did a lot of research on nutrition other the years and the outcome of a young horses' development and how to grow them out without what we call in the industry hot housing them. Each horse had a different feeding programme, a different exercise programme, whatever that horse required to be the best horse on the day, that's what that horse got.

That strategy helped us to build a business that turned over in excess of \$5 million dollars a year. Our client base was very exclusive – and we regularly turned clients away as we didn't want to grow to the point where I couldn't keep an eye on each individual.

We started to get noticed the Blood-Horse recognised that we were doing something different and ran stats on us. I was fifth in North America for all those horses becoming black-type horses (which means winning stake races). So out of the 20 or so horses I would sell a year 98% made it to the track, over 60% of those horses where Black Type placed.

What brought you to Australia?

My partner Chris and I had always wanted to come out to Australia. He had a large family out here and I'm always up for a challenge. At the time, the American market had started to go a bit soft. I had already been buying in other markets and flying horses to stronger markets like from the US to the UK and visa versa. I had a great client base in both the US and the UK so thought lets expand to Australia.

I had thought that when I arrived in Australia, the industry here would be interested in knowing what I'd done – I'd (perhaps naively) thought that I'd be able to teach the Australian's how to do things differently... but no one wanted to know.

That's probably a typically Australian reponse?

You know I don't want it to come across as a negative. Australian's have their own way of doing things and it's great; they've got an amazing economy here in the horse industry and they raise some great horses. It's just that they do it differently and they weren't interested in hearing how I did it in the United States. Maybe my approach wasn't right – but I just couldn't break into the market here.

I did run a farm out in WA for a while but my style was different. I treat horses like an athlete; I look at the individual horse and go from there. The owner didn't want to consider anything different. He didn't understand that we could make just a couple of changes and improve heard health, grow out stronger healthier foals leading to a more resilient race horse. Those changes would take a bit of time

but we would plan and put strategies in place. For him it was more about the of lawns and the gardens rather than a focus on analysing nutrition and pasture and generational progress of his racing stock.

Following that I realised that I needed to make a change. We came back to Sydney, and I considered my options. I had great skills, and loved networking. I know that I can sell ice to Eskimos. So, with that, I decided to get into Real Estate.

Starting a completely new career must have been daunting. Were the skills transferrable?

Absolutely. There are so many skills that are transferrable between different industries. The two skills that I feel benefited me most was my ability to understand and manage client expectations.

You need to be honest with clients so that they have a sense of what is achievable based on the budget that they have in mind, and that they understand the risks involved with any purchase.

When I was working with new clients in the thoroughbred industry in America, I would often ask them how they'd feel if I took their money and set it on fire? Would it affect the way they live? The thoroughbred industry is fun, and it can make you a lot of money – but it is ultimately a gamble and there has to be a sliver of luck involved with any successful outcome.

The second transferable skill I had was an unrelenting focus on providing consistent customer service. When a new client would come to one of my farms, I'd roll out the red carpet – the experience in purchasing a new horse would hopefully make them money, but we also wanted to provide them with a great experience. It's the same thing with Real Estate. People are making a major purchase and that experience should be a happy one.

How long did it take for you to build your new career?



I've been in the Real Estate industry for 6 years. When you are realigning your career and starting fresh, sometimes you need to put your head down and bum up and get on with it – and that's what I did. I literally started out as a sales agent on the northern beaches but soon realised that if I was going to earn serious money and fulfil my desires in growing a team at an executive level, I'd need to go the executive route – so I headed to corporate.

I started running an office, and was soon headhunted by the number one agent in the country at the time. Within our first 12 months that agency to earned upwards of \$4.4 million in commissions. I believe that was just down to providing top quality customer service, putting in place good procedures and making sure that we were consistent in every thing that we did.

From there I went to Harcourts where I must have been doing something right because the White family tapped me on the shoulder and brought me across to the Ray White Group as National Network Development Manager, I have just recently been promoted to National Operation Manager for Network Development team.

You've had two very successful careers in two different industries. What's next?

I look forward to progressing my board career, diversity is such an important part of who I am. I've worked in very different countries with vastly different cultures and can recognise the value that

different perspectives bring. Sometimes you have to step back and really listen to other people. I think that I also bring a level of street smarts to the businesses that I work with. I've had to think on my feet, allot; there was no university that could've handed me the skills that I've used. I also have a bucketful of common-sense. Sometimes I think we get so beyond ourselves with big problems that we don't step back a little bit and go, 'Well hold on, there are some fundamentals here, let's have a look at that'.

While you've built this very successful second career in Real Estate, you do still manage to keep your hand in the thoroughbred industry, don't you?

From the thoroughbred industry side of things, there are old clients that still contact me with regards to all things thoroughbred. Whether it be choosing a stallion for their mare, a bloodstock purchase or asking me to cast my eye over a particular pedigree. So, I tend to do that work on a consultancy basis. I also still attend the Sales in the US shortlisting and this year I'm in discussion with a leading trainer to attend the Newmarket 2 year old in training sale.

You've spoken to Kylie about putting together a Director Institute horse racing syndicate?

Yes. As I am unbound by affiliations to bias parties, I can offer a catered, independent and experienced backed examination of the horse. Whereas, I think a syndicate would really benefit from my experience. To have someone, that is completely independent, while fully understanding the ins and outs of the industry and be able to advise the syndication in lay-man's terms would offer a service yet unknown to the Australian market.

If you are interested in becoming involved in the Director Institute Racing Syndicate, get in touch with Kylie Hammond via email: kylie@directorinstitute.com.au



Dean Laurence

Dean Laurence sits as a Non-Executive Director and Chair on a number of boards including Nutrition Australia, The Eastern Region Mental Health Association, and most recently Energis and Clean Tech Council.

His vast corporate career has encompassed roles as Executive Director, Chief Financial officer and General Manager in ASX and large private enterprises in Australia and overseas in the construction, property development, retail, wholesale, manufacturing and distribution sectors.

This month Dean agreed to talk about his board career journey – and shares some of his insights from the boardroom.



The 5 P's to building your board portfolio

How did your first board role come about?

I'd been a company director for about 11 years, the first seven of which were via private companies. One was an organisation that I was an investor in, and Chairman of. But the first real board position, if you like, from an organisational point of view was at ERMHA (Eastern Region Mental Health Association), which is a mental health and disability provider in Melbourne.

That opportunity came about in 2013 following work that I was doing at Leadership Victoria. I had completed their leadership programme and then joined what they call the 'Great Connections' programme.

I've been on that board now for three and a half years,

and it's certainly one of the most rewarding things that I've ever been involved in.

You've only recently started building out your Board portfolio. What do you think are the ingredients required for finding and being appointed to a NED role?

I've given this a lot of thought, and believe that it really comes down to the five "P's"

1. Passion
2. Preparation
3. Patience
4. Persistence
5. Pitch

Passion:

You must absolutely love or at least enjoy what you choose to do in life, and Board work is no different. I'm finding there are two types of passion – a passion for the cause, which generates emotional responses and motivation, and professional passion for things



people like to work at, and I think to be successful as a Director you must have one or the other and probably both.

What I mean here is you must get a kick out of making a contribution at Board level, and not just be in it for the dollars, status or as a post corporate career filler.

Well before I decided to be a Director, I found I was passionate about and got involved in a couple of societal issues, being poverty and social justice, and community and mental health, and this has translated into a couple of Board positions.

I have found immersing myself in the Board work easy in each case because I feel personally invested in both causes, so I suggest you need to have one or both types of passion before getting involved in Board work.

Once you know or realise what is going to really interest you with Board work, then you can start your search for appropriate NED roles.

Preparation:

The start of the Board search process involves a lot of preparation. You need a Board CV (which is different from a corporate CV) and more than one CV may be necessary, a Board LinkedIn profile, coaching from an experienced Board recruiter, and ideally a corporate makeover. Leave nothing to chance – new business cards, updated wardrobe, personal website, and LinkedIn activity including, posts, articles, comments and likes. Once at this point you can start networking in a big way.

The network seems to be the main way to be offered a Board appointment. Two of my current appointments

have come from my network, through fantastic people, so you cannot underestimate reaching out to them, and expanding your network as quickly and widely as possible. When doing so, be clinically prepared to give them your 30-second elevator pitch and be ready with the answers to their questions. Any hesitation and you'll compromise all the good work from your earlier preparation.

Lastly, a lot of preparation is also required for any Board application you make. I'm finding that anything less than a couple of hours work on researching a company before I apply does not do justice to the application, and doesn't allow me to write a compelling cover letter, as I won't understand what a company is looking for in a new Director no matter what the advertisement or referral states. Due diligence is critical so don't be afraid to speak with people who may know the company. Also, remember that writing a Board application is different to applying for a Corporate position.

Patience:

There are a lot of Board applicants at any point in time, so you will need to be patient with the search. It seems quite difficult to move into a board career straight from a corporate career, and I'm finding the mindset required is also quite different. Senior executives are often impatient people (I certainly am) so waiting for the phone to ring can be a foreign concept, yet it is something to get used to, and then to learn not to get too excited about an interview.

The waiting period for opportunities can also be a function of your skill set and other factors such as geography and the need for gender diversity on many boards. For example, if you have a finance background, there will probably be a lot of potential applicants to compete against, however if you have a cybersecurity or strong ICT background there will likely be more opportunities against fewer applicants.

So, while doing everything you can to network, apply for roles, broaden your skills and keep up to date with

new developments, taking a deep breath and waiting patiently will also be necessary.

As Bob Proctor says, **“You reap what you sow, just not always in the same season”**. Patience involves playing the long game, and this certainly applies to Board appointments.

Persistence:

You have to keep trying and working at a Board portfolio career. Giving up and letting your network and profile lapse or age won't get you a Board seat. You need to refresh your network contacts every few months (I have setup a set of calendar reminders for this purpose).

You should engage with professional Board recruiters, and you need to keep attending industry or Director organisation sponsored events, join groups and conversations, attend Director Masterclass' and Governance training, and applying for appropriate positions.

I have structured my working week with a set amount of time set aside for networking, board search and readiness, and have worked this in with my existing Board and other commitments. I have developed the mindset that although I have a couple of Board positions, a Board portfolio career means I'm still back to square one to secure the next one, so the process requires persistence and constant refinement.

I don't believe you can just spend time ad hoc or at night thinking about things or applying for roles to be successful. This isn't doing the process justice, so I believe you must be fully committed or not at all, and you must keep at it. Toying with the idea of a Board career won't work. If you have a corporate career and decide you would like to develop a Board career, then a lot of work is required to invest in and understand the differences.

Pitch:

Practice, practice, practice your pitch. First impressions count. I occasionally spend time interviewing people

for jobs through Laurence Recruitment, and I can't tell you how important the first 30 seconds of the interview are. This is what has reinforced the elevator pitch and its clinical delivery for me.

You should be able to articulate your value proposition to a Chair, network contact, recruiter, interview panel or fellow Director almost unconsciously and repetitively, and with enthusiasm and passion. Having done a lot of hard work to get to interview or coffee with a Chairman or new senior networking contact, the last thing you can afford to do is blow it with a lack of preparation as to how you can enhance their Board or their own network.

I practice my pitch, get feedback on it (from my harshest critic, my Wife!) and then refine it, as I see this 30-second pitch as defining my brand as a Director. You should consider this approach with someone not afraid to tell it to you straight, and then once happy with it, be instantly ready to deliver it. Importantly, this includes tailoring your pitch to your audience.

An important part of the pitch process is closing. You need to be able to close out an interview or new contact discussion with a compelling summary and look ahead to joining the Board, connecting people in your network, or continuing discussions and opportunities. This is sales 101 for great business development people but may be a foreign concept for senior executives not used to selling themselves.

Developing a Board portfolio career is proving to be hard work and yet a lot of fun. While the process can seem slow I get a tremendous amount of enjoyment engaging with my network and making new friends and contacts, and reconnecting with old ones.





Nigel Phair is valued member of the Director Institute member network, and one of Australia's most well-regarded cyber crime experts. He is the Director of the Centre for Internet Safety at the University of Canberra and for nearly five years was the Team Leader of investigations at the Australian High Tech Crime Centre (Australian Federal Police).

Author of three acclaimed books on the international impact of cybercrime, he is regularly approached to comment on cyber related issues in the media, and regularly advises boards and executives on cyber security issues.

Last month Nigel hosted one of our Board Luncheons and shared his insights on cyber crime in Australia, the impact on organisations, and importantly what Board Directors need to know to protect their organisations. He also spoke at length about the upcoming Data Breach legislation coming into effect in February 2018.

What do you think are the big issues for organisations when it comes to Cyber Security.

I think organisations are generally comfortable investing in the opportunities and advantages that technology provides - but I don't think they're prepared to invest to protect their organisations from the 'dark side' of technology. Organisations, particularly mature ones, are generally good at risk management- that is until you put the word 'cyber' in front of it.

Of course this doesn't apply to what I call the three pillars – which is banking and finance companies, technology companies, and government. They're the only three sectors I'd argue that are taking cyber

security anywhere remotely seriously.

Government - because they have to. Technology - because they get it, and banking and finance because it's heavily regulated.

Unfortunately if you're not in one of those three industry sectors, you're probably in a sector where there is significant cyber security risk but insufficient attention paid to it.

There is legislative change coming in February 2018, which will force organisations to take Cyber Security breaches very seriously. Can you tell us a bit more about the new legislation?

As of February 23, 2018, organisations will have no choice but to inform the Office of the Australian Information Commissioner and any potentially affected individuals of an 'eligible data breach'. There has been a twelve-month window of opportunity for organisations to get ready for that, however from my conversations with directors, many boards still seem oblivious to the impact of that legislative change.

Where can directors find out more about this legislative change?

If you go to the Office of the Australian Information Commissioner, Oaic.gov.edu, there are many resources that organisations can draw on to ensure they are ready for the new notifiable data breach legislation.

Can you provide more information about the breaches themselves – and what they mean for Directors?

When we wind the clock back to 2003, California was the first jurisdiction to roll out what is known as data breach legislation. Since then, the US, Europe, and some places in Asia have got directives in place – and now some 15, 16 years later we're finally getting there ourselves.

The impact for organisations and Directors are enormous. Penalties for non-disclosure range from \$360,000 for responsible individuals to around \$1.8 million for organisations.

“You can outsource a service – but you can't outsource a risk.”

This in itself is a reason for Directors to have their antenna up. I know Timothy Pilgrim - Australian Information Commissioner quite well, and for anyone who has ever met him, he's

a genuinely good guy. He's certainly not hoping that there's going to be a bunch of breaches announced. He's hoping for the opposite. The government are

hoping that organisations are using these 12 months to really get their act together.

What can organisations do to get themselves prepared?

There are many things that organisations can do of course – but the most important thing in my view is about securing the people (staff, customers, suppliers etc) that access your data.

A classic example of this type of security risk was outlined at a recent Senate inquiry related to Medicare details that were leaked. Remarkably, someone was able to spend only \$60 to access the Medicare details of a citizen. In my view, the government response to this breach was contemptible.

It is vitally important for the government to maintain public trust in the security of their health data. In particular, if we want to get more and more Australians to access electronic health records, we really need to give them confidence and the trust in the system to do so, and that is severely lacking at the moment.

If you look at that as an example, the key thing that came out of the enquiry was that words matter. Sure, you can have policies and you can have processes in place to deal with a data breach, but when something happens, how you respond is going to be the most critical.

Ultimately cyber security is just another conversation about risk. When something happens in an organisation that has negative consequences, we need to put controls in place to manage the outcomes. It's not a particularly difficult thing to do. It takes time and some expertise, but it's not particularly difficult.

What the Privacy Commission is going to be really looking for is that organisations have reliable incident response, protocols and regimes in place to manage these risks.



the government to actually say it as it is.

If should have come out and said, “You know what, this is what happened. There wasn't a hack of the system. It was simply someone working in a medical centre, abusing their privileges.”

Messaging is vital. When you're thinking about the organisations that you govern, that incident response part is critical.

In the case of the government response to the Medicare data breach, their messaging after the incident was dreadful – and ‘spin’ heavy. When you look at what the Minister said, it was completely confusing and made no sense to the average person. Then they started getting cute with their messaging, which I think is the worst thing you can do. Then they started saying, “Well, it wasn't a cyber security incident. It was just a criminal activity.” The average person out there hasn't got a clue what that means – all they hear is that their data was breached.

We all love the people in our workplace, but the reality is that one in five of them are going to be responsible for cyber breach, whether it's malicious, negligent or just stupid.

The reality is that organisations don't have the right technology or the people and processes in place, – and they will underinvest in cyber security generally – because everyone does.

What do you recommend for organisations who have outsourced their data management?

Similarly back 12 months ago, when the census debate took place you once again had Minister McCormick and Chief Statistician on the podium at Parliament house delivering completely different messaging. One saying we were “attacked”, the other saying “we weren't hacked” – all of which was completely confusing.

You can outsource a service – but you can't outsource a risk.

I often hear from organisations who believe that because they use a third party to manage their data that any breach suffered isn't their issue.

Where this is going to bite, and I said this also in my submission to the government, is it all comes down to the My Health record. You've got a lot of problems with the My Health record, what used to be known as a personally controlled electronic health record, being take up by citizens, because people don't trust the government with their data. The problem when people don't trust the government with their data, is that they don't trust corporate Australia with their data by default.

The privacy commissioner won't care too much about that. In fact, there's a lot of instruction in the Australian privacy principles about outsourcing data and what it means. It's possible you could outsource a whole suite of offerings to a country with complimentary laws - say, New Zealand and transfer a little bit of that risk -but not all of it.

It's in everyone's interest for the government to win at this. That's why I believe it's in everyone's interest, for

Let's look at Amazon specifically. They're very sophisticated. They're very easy to use and they've got great online tools. If you had say vital customer information that you needed to protect, Amazon has certain controls, which you can implement. Really



“Organisations, particularly mature ones, are generally good at risk management- that is until you put the word ‘cyber’ in front of it. “

simply, you can encrypt data on Amazon. Then the next step is to decide to what level you want to encrypt it.

It's one of those how much do you want to pay questions. It's the same with the jurisdiction. You might say, "This is so serious, I want my data kept in Australia." Amazon will enable that decision – but will charge you for it. This is when I talk about being the gold standard, the silver, or the bronze. If you would say, "I'm going to be the gold standard," you're probably going to say, "I'm going to have my most important data hosted in Australia."

It's all about Trust and Safety – not Security

My mantra is trust and safety, for a number of reasons, because it always is all about trust, whether it's internal, external, whoever your stakeholders are, it's all about trust. Its hard to earn, but easy to lose. Then my extension from that is about confidence. If people don't have confidence in you they won't want to do business with you.

If you are considering taking on a new board role – what kinds of questions should you be asking as part of your due diligence?

I do a lot of in boardroom briefings, but I actually prefer to talk to the risk and audit committee because you can spend more time getting to the minutia of the issue. I would be looking to see if cyber security is on their radar. I'd also be looking at who reports to whom.

You've got a chief information officer in most organisations, and some organisations have a chief information security officer. The question I get asked all the time is should the chief information security officer report through the CIO. I like to be controversial. I think it should be the other way around.

I think the CIO should be reporting to the CISO (which should be part of a broader chief security officer role). Lots of people will disagree with me, which is part of my reason for why I want it that way, because it's got to be an all hazards approach.

“Messaging is vital. When you're thinking about the organisations that you govern, that incident response part is critical.”

You can't just look at your cyber security in isolation. You have to look at your physical security as well, because again, the stats tell us someone at some point will walk in and physically steal things.

Secondly, when you start doing physical attacks from a cyber perspective, it's the same with if I want to break into your house. I don't skulk around at midnight. I turn up in a mover's van and overalls and park in the driveway in the middle of the day.

Even if someone is caught, an organisation has got to prosecute – but they're not going to do that, because when you start prosecuting people, the whole civil versus criminal aspect comes into play. Once you get into the criminal space, it's all out in the media and organisations don't want that kind of attention.

What are the big issues that Directors should be aware of, and addressing in the boardroom?

1. Understand what data you have

These days' organisations keep and hold enormous amounts of data. Much of it isn't necessary. The first thing you need to do, is understand exactly what

data you're holding onto and why it may or may not be important.

2. Protect your trophy data

You then need to understand what the really important trophy data or sensitive stuff is. If someone gets hold of it – it's a catastrophe. You might want to encrypt that little bit of data but probably not everything else. You might want to do that from a cost perspective but also from a handling perspective.

3. Are you holding data that you no longer need?

One of the things that you can do if you don't want to suffer a data breach is don't have data. I know it's great, to have a whole lot of data. You think data is king, it's the new world, all those sayings, but if you don't really need that customer identifying information, get rid of it.

4. Who has access to your data?

You need to consider who has access to your data - internally, externally, stakeholders, contractors, consultants. Is it by the cloud, is it by USB thumb drive, do we email.

Organisations are going to need to ask a whole lot of questions around who has access and then subsequently what access type that is – ie is it via mobile phone, laptop, Qantas business lounge, hotel wifi etc.



There's no right or wrong answer to any of these. If you decide as an organisation that you need to be able to operate out of the Qantas club computers when you travel, that's fine. Just remember public computers, such as those in a hotel business centre may be loaded with malware. You need to consider all of these things – even down to where people will be recharging their phones.

You need to be mindful of what data is being accessed in different environments. Public wifi is great if you want to order your takeaway dinner – but my advice - don't do any internet banking on them.

5. Quantify the risks

Broadly speaking, most organisations, in fact, just about every organisation I've come across have two, maybe three big risks and about 33 tiny ones. Prioritising those three is more difficult than you think but a very valuable exercise. Once you know those risks you can put in place controls – and a budget to manage them. But remember - you can't actually eliminate the risk.

6. You've got to patch

Patching can be really hard for some organisations, particularly if you are an older organisation and have a whole lot of legacy software out there that you can't afford or you're unwilling to update. For many companies they genuinely worry that if they patch it's going to break everything – and without a test or a development environment it is actually harder than you think. Patching quite frankly is the essence of good hygiene.

7. Encryption isn't what it's cracked up to be

I can tell you now, encrypting data is a difficult thing to do. There are many vendors out there that will sell you an encryption service, and they will tell you how simple it is to do. I can tell you now it is really difficult to do it.

When you're starting to think about big crunchy things like encryption, you really need to take the conversation to the next step and ask what data do we have – and how important is it, who is going to access it and how. So many organisations don't know what their data is.

8. Don't overlook the physical security of your data

Sometimes data is considered 'so valuable' that it's not to leave the office premises. I can't tell you how many instances I've seen where the door to the server room containing this valuable data is left unlocked, or it will be visible in plain site to all and sundry in the office. Remember, it's not just stealing the data that can have ramifications for the business – but losing it. It's just as easy for someone to go over, and pour a glass over the server - and bam – the data might be gone.

9. Run various scenarios within your business - and be ready

Management should be working to run scenario exercises to establish what would happen in a data breach. It will only take approximately a half day

to go through half a dozen scenarios to determine who does what, and agree on the talking points. As I mentioned earlier, incident response is king.

10. Understand what standard of organisation you want to be

If you're in a heavily regulated industry, banking and finance for example, you've got a whole bunch of regulators who ensure that you are going to be the gold standard in cyber security.

If you're not one of those organisations, you're going to have to sit down and understand the risk that you hold in your business. The first step has to be understanding the controls that you have in place, and knowing where you want to be. Do we want to be the gold standard, the silver standard, or the bronze standard of cyber security? This will determine the level of money and effort to get to a pre-determined cyber security posture.

If an organisation is 'selling trust and safety' as part of their value proposition – then they're going to want to have strong cyber security measures in place.





Caterina Sullivan

- ACT Young Australian of the Year Finalist 2017
- Young Canberra Citizen of the Year Runner-Up 2017
- FYA Young Social pioneer 2017
- Telstra Young Business Woman of the Year Award Nominee 2017
- NSW / ACT Young Achiever Award Nominee 2017



Proving that age is no barrier to the boardroom, Caterina Sullivan is one of our younger Director Institute members who is passionate about building awareness for Sustainable Development.

As CEO of Global Goals Australia, Caterina is now spearheading a campaign to raise awareness of the 17 goals presented by the United Nations, and signed off by 193 nations. With a passion and purpose Caterina is determined to help Australian's appreciate why achieving these ambitious goals is vital to ensure that all global citizens get the best chance at life.

You've achieved a lot in a very short period of time. Tell me about your career to date and how you came to found Global Goals Australia, and Strategic Sustainability Consultants?

I started my 'career' at age 5. By the time I was old enough to do basic math and string a sentence together, my father had be working behind the counter at the artisan bakery my parents founded in Perth, Western Australia.

I was raised to have an understanding of business and entrepreneurship. I spent school holidays either in the

accounts office with Mum or on the road with Dad, helping with client sales and deliveries. On weekends, I worked at trade shows, markets or in the shop or café. My parents and I discussed many aspects of the business over dinner at night. I graduated from high school with an International Baccalaureate at age 16 and moved to Canberra shortly after to work at the Australian Institute of Sport, where I worked in management with the swim program for three years. During a trip back to Perth in January of 2015, I met with a family friend by the name of David Goldstone who encouraged me to pursue an opportunity in New York with the Global Poverty Project where I would be working alongside the United Nations and Project Everyone to launch the United Nations' 17 Global Goals for Sustainable Development.

While I was in New York, I had the honour of working with Richard Curtis, critically-acclaimed screenwriter and founder of Project Everyone, the organisation running the public international campaign for the Global Goals. I was inspired and energised by the brilliant work Richard and his team were doing in New York towards the Global Goals, but I was concerned the impact would not reach Australia. One day, I pitched my idea to Richard of starting an Australia-based campaign, which would focus on achieving the



Global Goals in Australia and in the Indo-Pacific region through our foreign aid program by 2030. And the campaign really just went from there!

After working with government, business, not-for-profits, schools and individuals on the Global Goals and the idea of economic, social and environmental sustainability, I realised there was a real lack of knowledge about the practical application of sustainability practices in Australia. This led me to starting Strategic Sustainability Consultants as I have accumulated a lot of knowledge on the practical implementation of sustainability to a range of organisations including small businesses, government departments, local councils and not-for-profit organisations. I love the work I do both in the campaign and within the consultancy as it is my passion, and I am able to learn so much about myself and about others as well as learn about the world in which we live.

Your recent award as the ACT Finalist of the Young Australian of the Year Award in 2017 is a huge achievement!

I was so surprised to learn I had been nominated for such a prestigious award - let alone when I was told I would be a finalist! The award was in recognition for my work on the Global Goals Australia Campaign. There are so many other people working on so many other amazing projects, but I guess the Global Goals Australia Campaign stood out because we are very

different to what has been done around sustainability in the past.

At the Global Goals Australia Campaign, we recognise that sustainability is not just about the environment - it's about the preservation of the planet, the harmony of our society and the stability of our economy and how each of those areas of focus interrelate with one another.

We also work closely with politicians from a number of different political parties - in federal government; we work with politicians from seven different political parties as well as with independent politicians. Within three months of starting the campaign, we had received written commitments from each of the major parties - the Coalition, Labor and the Greens - to the achievement of the Global Goals in Australia and internationally.

Since then, we have continued to develop our relationships with federal, state and local government with politicians and department representatives alike.

You're very focused on global issues that involve international relations and social justice. How does the work that you do impact those areas?

The traditional funding models of not-for-profits in the past have led to some incredible results, but I believe that action at a systemic policy level will achieve greater change. I am passionate about how the system works, how the system is failing and the tangible actions we can take from a top-down approach to eradicate poverty, fight inequality and mitigate climate change.

The Global Goals Australia Campaign works with leaders in a range of different organisations to achieve change at a policy level. This means the change often happens a little bit slower (or a lot slower), but it is longer-lasting.

For many people, donating money to a charity is an

easy option to get that sense of fulfilment that comes from doing something good for the world. Donating to a charity is also one of the few ways people know how to contribute.

I am passionate about increasing people's knowledge and developing their understanding as to how they might be able to contribute further to the economic, social and environmental sustainability of our world.



Why is this so valuable to boards?

We are increasingly hearing the terms “corporate social responsibility” and “sustainability” being thrown around boardrooms in a number of different businesses. The Global Goals are being adopted by a number of businesses without real understanding of the 169 targets and 232 measurable indicators. My knowledge on these topics has been thoroughly developed through my work in the area over the past few years and has become my forte. This, coupled with my upbringing in an entrepreneurial family, has led me to be able to apply this knowledge to business. I believe it is necessary for businesses to be aware of and involved with sustainability practices, not only as a responsibility to future generations but also as good business practice. There are many ways in which engaging with sustainability practices can be financially beneficial to business, and I am hoping



I can share those ways with organisations around Australia in the boardroom.

What recommendations would you offer other younger people who are interested in making a difference like you are?

I have gotten to where I am today because I have offered myself as a solution to a problem. As opposed to approaching an organisation and asking them what I can do to make a difference, I have approached organisations and spelled out exactly what I could offer and exactly how I believe I could be of assistance. It is also incredibly important to chase experiences. There are some instances where formal tertiary education is important, but it cannot replace the real experience you get working in business. That job that pays for rent and me going throughout university may not be your lifelong passion, but it is a learning experience from which you can learn if you really apply yourself... and you never know who your supervisor may know in the industry in which you hope to work one day.

When it comes to making a difference, it may be sacrilegious, but I believe everyone should be paid what they are worth. If you want to end poverty, fight inequality or fix climate change, it doesn't need to and shouldn't need to come with a pay cut. These are the most important jobs of the future, and there are so many opportunities in the private sector, which pay competitively and pay what people are worth. Making a difference does not necessarily mean volunteering.



The 'culture' of risk

By Philip Anthon

The trigger for the focus on risk culture

Following the GFC there has been high levels of commentary on the issue of an organisations risk culture and what it should be defined as, and more importantly what it might look like. The Australian regulators have joined this party and issued numerous edicts and direction on their take on what culture looks like - although through slightly differing lenses – APRA focussed on risk culture and ASIC on compliance culture.

“Culture is hard, but if you get it right, everything else gets a lot easier.”

The most recent comments by Wayne Byres, APRA Chairman and John Price, ASIC Deputy Commissioner (July 2017) suggested that the GFC revealed major shortcomings in the way financial institutions

managed risk - and consequently risk culture – which they defined as the norms of behaviour around how an organisation identifies, discusses, understands and acts on risk. Consequently, risk culture has been on the radar of regulators and tackling culture was the final frontier in addressing the problems highlighted by the GFC.

Line of sight needed by a Director

The common theme within the financial services sector is that directors should have a perspective and a clear line of sight on the nature of the organisations cultural approach to the management of risk(s) within the business. But this approach, whilst enshrined in relatively recent regulations issued by APRA and ASIC has in fact been in operation as an obligation/standard required of directors under the Criminal Code for over twenty (20) years

The challenge that is now being faced by non-executive directors is how can you form a clear perspective on your organisations risk culture when culture reflects what is happening in the trenches amongst the operational personnel and is very much an intangible and subjective assessment. The information available to a non-executive director on aspects of cultural execution (on a range of issues not restricted to risk management) is largely provided anecdotally by management or through formal reporting arrangements.

What is risk culture?

Edgar Schein – a celebrated organisational development academic defined culture as: “Culture

can be thought of as the foundation of the social order that we live in and of the rules we abide by ... the culture of a group can be defined as a pattern of shared basis assumptions learned by a group as it solved its problems of external adaptation and internal integration ... and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems"

In March 2013 Lieutenant General David Morrison delivered a speech reflecting on cultural challenges within the defence forces in which he defined the development of a culture more succinctly as *"The standard you walk past, is the standard you accept."*

"Your company's culture is like your waistline or credit card spending – when you don't pay attention it only goes in the wrong direction".

So logically the standards of conduct that an organisation establishes – and enforces in all manner of ways - are reflective of the culture that it elects to create and embrace.

Risk culture is the application of these principles and concepts to the way that an organisation takes and manages risk, Risk culture is not separate to organisational culture, but reflects the influence of organisational culture on how risks are managed.

Commentary by APRA and ASIC has revealed that, as regulators, they consider risk culture to be important because from their viewpoint the corporate culture is a key driver of conduct which in turn reflects the existence (or absence) of certain organisational behaviours – these behaviours also being reflective of the organisations culture.

There have been many recent and very public cultural failures within the broader financial services sector. These failures have highlighted that "poor culture leads to poor outcomes for investors and consumers, impacts upon the integrity of the financial markets

and erodes investor and consumer trust and confidence."

The combined financial impact of lost market standing and remedial costs to 'fix' a poor culture far outweighs the costs of building a robust and effective corporate culture – with an increasing body of evidence that there is tangible and measurable stakeholder value generated by a robust corporate risk culture.

The hallmarks of organisational risk culture

An organisation develops a culture, whether it is being actively nurtured and influenced – or not. Fostering a desired cultural approach to managing risk should be paramount in the organisations decision making and so logically the consideration of what risks might be present – but more importantly how those risks can be actively managed - should be embedded in all the decisions made by management and ultimately embraced by the Board.



The first step in creating and framing an organisational culture is through the creation of a stated position on how the Board requires employees to act. Creating a suite of policies and procedures that reflect the way in which the business should operate AND that clearly aligns with the organisations code of conduct



or similar statement of standards sounds relatively simple. In terms of focussing on risk management these standards will be contained within the multiple components of the risk management framework.

But this is the easy step – converting the written theory into a consistent example across the business is a constant challenge that requires all stakeholders and decision makers behaving in the same fashion and with a consistent message. Whilst the Directors can set the tone of the message - the delivery, ongoing support and monitoring is predominantly in the hands of management.

Identification of the risk culture vibe

Whilst a director might be charged with establishing and supporting a risk culture how can an individual director and collectively the Board “ensure that ... a sound risk management culture is established and maintained throughout the institution” to support the annual risk culture declaration to APRA by bank and insurance entities as required by APRA Prudential Standard CPS 220.

Your organisation may not – yet - need to adopt this standard but the role of a director is to maintain

awareness of means by which your organisation can develop more effective operating standards. So logically, this translates to being aware of what developments are occurring in the broader governance arena.

The ‘traditional’ approach to risk management where it is a stand-alone and segregated function that is not considered to play an active role in the strategic direction setting of the business. I have even heard the Risk and Compliance unit called “the anti-business unit”;

A ‘compliance approach’ to risk management. This can best be described as management and the Board being more focussed on ensuring that the minimum requirements of the latest iteration of regulation is in place within the required implementation period – someone’s project management checklist ticked! This approach creates a static, compliance focussed culture rather than adopting a more strategic approach to addressing the opportunities that might be possible through leveraging more effective risk controls to generate an improved business environment (the positive approach) and at the same time addressing, capturing and identifying treatment options to protect downside impact from the risks that a business strategy might be facing (the traditional negative approach).

A Directors challenge – measuring the culture risk

For a non-executive director – regardless of the sector the organisation operates in - the focus on issues of culture present a fundamental challenge. Every organisation is unique from the perspective of the risks it faces and the regulations that it needs to satisfy. To determine the degree to which risk culture exists within your business, your conundrum is whether to rely entirely on information - prepared and filtered from management - or to somehow collect the perspectives of other stakeholders as a more accurate guide.

The board plays a role in setting the tone, influencing and overseeing culture, and ensuring the right governance framework and controls are in place.

ASIC's Deputy Commissioner John Price acknowledges that directors who are not involved in the daily operation of a company will find it challenging to monitor organisational culture. However, he does offer the following suggestions on questions to gain insight into an organisations culture, raise issues and encourage a more positive culture:

- Has the culture of the organisation been independently assessed?
- Do the organisations stated values match the actual experiences of customers, employees, suppliers and other stakeholders?
- Is culture a regular feature on the board and audit/risk committee agendas?
- Do directors have a broader interaction across the organisation -beyond the chief executive officer and senior management?
- Do directors have relationships with key employees (eg line management) to gather insights into the company's culture and issues?

- Does the board engage with external stakeholders such as customers, suppliers and regulators?
- Is data captured on key indicators (eg employee feedback and surveys, customer complaints, progress on employee training on culture issues)? Is this data monitored to see how the various indicators change?
- Is the information in internal and external audits being fully utilised?

The future direction

The change in the focus of conversations around the board table on how to foster, enhance and measure execution of risk within an organisations culture will be a refreshing change from the myriad compliance issues that seem to have hijacked the boardroom agendas in the last two decades.

But culture is at the heart of how an organisation and its staff think and behave -it is an issue that your organisation needs to address in a fashion that will be unique to your business.



Philip Anthon

Philip is a Committee Chairman, Committee Member, Non Executive Director and Managing Director with over thirty years of board level experience across the public, commercial & not for profit sectors with particular experience in the native title, oil, gas and energy, financial services, investment, funds management, hotels and property asset management industries.

Philip is the Managing Director of Governance Worx Pty Ltd providing consulting services on execution of risk management and corporate governance within highly regulated businesses, to improve the strategic direction of these companies



Austin Begg

Chairman | Board Advisor | Melbourne

Chairman Austin's impressive career in advertising has earned him the enviable reputation as an 'industry stalwart' (Australian Financial Review 2003).

Austin has been the brains behind some of Australia's biggest brands and memorable campaigns, including the launch of Sorbent, SPC Baked Beans & Spaghetti 'For hungry little human beans', Bob Jane T-Marts, and the transformation of the Spring Racing Carnival to name a few.



He was the co-founder of successful 80's agency Begg Dow Friday (which he sold to JWT). Next came Austin Begg & Partners that he sold to Lintas and took on the role of Managing Director. Austin has also worked in private equity and has helped to raise over \$4+ million for the Cancer Council through his work with Worldmark. Austin joined Traffic as Chairman in 2003

Austin has recently been appointed to the Advisory Board of Hurst Concepts and today talks with us about his career to date, and the value that he brings to the boardroom.

Austin – can you tell me a little about your background?

I was a country boy born in Bordertown SA, the same hospital as Bob Hawke. My father was a bank manager and I was the 'third generation of the banking Begg's'. At age 15 I became a bookkeeper at CBC Bank of Sydney in Tatura and three years later was Head Titles Office Clerk in Collins St head office in Melbourne.

I hated the bank and after many job applications was lucky to land the Assistant Advertising Manager's role at Repco Ltd. I never looked back.

After two years I became the Advertising Manager at the new Bowater Scott operation in Box Hill and launched Sorbent Toilet Tissue and many other national brands including Scotties, Lady Scott,

ScotTowels etc. My visibility in the industry attracted many job offers but I decided media and television were critically important to my future so I accepted a job offer from Bruce Gyngell, TV Corp to join TCN9. Two years later the legendary Dennis Merchant had joined Y&R to set up their Australian offices and I was recruited to set up Y&R Melbourne from scratch out of my home. Working with Y&R CEO Joe de Deo who went on to become the global boss of Y&R was easily the most exciting stage of my life.

In 1975 I was a guest speaker at the Australian Society of Accountants at Wilson Hall, Melbourne University. John Singleton was also a guest speaker, and over lunch he asked me what I did. I explained the success of Y&R Melbourne and my role, and he kindly suggested I must be an idiot.

“Why do it for them when you can do it for yourself!”

Exactly six weeks later I started Begg Dow Friday with Bob Jane as my foundation client. I helped Bob transform his seven discount petrol and tyre outlets into Australia's biggest retail tyre retailer today. I loved what I did then and enjoyed making money for all my clients. That's why I still do it today - 52 years later. I love helping organisations transform and reinvent themselves.

Have you had any mentors throughout your career?

I have been blessed with a lifetime of great teachers. I learnt something from almost every client or boss - and still do. In the 70's my bosses and clients included C.G McGrath (Repco), Joseph E De Deo (Y&R

“Today, I focus on culture as a priority in every company and brand transformation I do.”

Worldwide), Bob Jane, Saul Same (GloWeave), Christopher Skase (Qintex), Dennis Merchant (Merchant & Partners), Robert Gottlieb (BRW). The people I admire most have been change agents and wealth creators.

They changed the rules, the operating models and the prevailing conventions to embrace risk and rewards. Sadly, too many people and boards embrace the status quo and bureaucracy today. Only a select few have the courage and conviction to turn their vision into reality. These are the clients I love working with.

What's the biggest challenge you've faced in your career?

I have had many but one of the biggest and best was winning the Beaufort and Goodyear business in 2003 with my son Andrew & my daughter Samantha.

Andrew decided to start his own agency (Traffic)



in 2002. In 2003 Judith Swales was appointed CEO, South Pacific Tyres and invited agencies to pitch. Traffic made the short list and we beat two of Australia's biggest agencies to transform Beaufort which was discounting itself to death. Sam & I both joined Andrew at Traffic and working with Judith we changed the colour, design and culture of the 330 Beaufort outlets nationally and made it profitable again.

We had to open a new Melbourne office immediately and the three of us ran the agency until we found the right staff. Concurrently, Judith gave us 40 unbranded outlets and requested a second network. We created the Goodyear Autocare brand and strategy. Today Goodyear Autocare has over 120 outlets and has been launched in Asia. The challenge was certainly big but the fearless leadership and support of Judith Swales over a six-year period made it one of the most demanding, exciting and rewarding experiences of my life.

Another big challenge in my career was transforming Racing Victoria and the Spring Racing Carnival when I was CEO of Lintas Melbourne.

In 1995 with Racing Victoria CEO Brian Beattie we created a strategy that challenged the traditions of Victoria Racing and for the first time we made women and entertainment (not horses) the central theme of

the Spring Racing Carnival. I still rank this two-year experience as one of my best achievements because I learned the critical importance of culture in delivering customer service and increased shareholder value. Ten years later in 2005 attendances had doubled to more than 400,000 due mainly to the 1995 strategy of targeting young people and ladies.

Today, I focus on culture as a priority in every company and brand transformation I do. I have created three rules for achieving successful company and brand transformations:

1. Beware of the tyranny of making small changes.

Always make carefully considered BOLD changes that are rigorously tested prior to adoption and implementation.

2. Invest in organisational change and culture to re-educate and re-motivate. Include the board, management and staff to embrace change and a new business model of some form to deliver enhanced CX.

3. Stand for something! When I ask this question, many potential clients simply cannot answer it effectively, with confidence. That's when discounting starts, margins erode and shareholder value plummets!

As well as being a board director, you have also been the Chair of Traffic since 2003?

Traffic is a one-stop strategy, branding and marketing organisation with in-house competencies that embrace everything from strategy, creative development and customer experience, to implementation and performance measurement in mainstream and digital channels.

Over three years go I created our Brand Metabolism process, which assists organisations who have lost their way and require reinvention. Martin Lindstrom (Ranked by Time magazine as one of the Top 100 most influential people in the world in 2015) ranks it as one of the best strategic methodologies he has seen.

You've recently joined Hurst Concepts as an Advisory Board Member. What value do you bring to that organisation?

Through-out my career I have been involved with many major retail networks including Bob Jane, Bristol Paints, Mr Muffler, 7-Eleven, Shell Shops, Beaurepaires, Goodyear Autocare, CSG Ltd and more recently National Windscreens and UniBank.

I have witnessed the dramatic shifts in changes to customer experience over this time. The biggest single factor was the arrival of the Internet followed by the digitalisation of the customer journey and the power of social media, technology online and in store, to transform buying behaviour and brand preference.

“...too many people and boards embrace the status quo and bureaucracy today. Only a select few have the courage and conviction to turn their vision into reality.”

As the creator of over 30 successful company and brand transformations I believe my track record makes me exceptionally well qualified to drive change and innovation and help Hurst, and their clients become the disrupters, not the victims.

Scott Hurst and his father have created a solid, successful business with an exceptionally good track record. Working as one with them, I am confident we can take it to another level.

Board Summary
1980 – 1982 - Director of EURO Advertising
1992- 1997 - Director, Royal District Nursing Service.
1993- 1998 - Director, Ammirati Puris Lintas Aust.
2004 – Current – Chair, Traffic
2015 – 2017 - Director, Playgroup Aust.



The market crash of 1987 – the crash I had to have!

By Peter Switzer



Recently the Dow Jones Industrial Average, the famous stock market index, went into never before territory beating the 23,000 mark. It came around the same time of year this very index crashed on Monday October 18, 1987 scaring the world into fears of another Great Depression but the ill-winds that came out that world-scaring event ended up being the crash I had to have!

Let me relive that time briefly as some market watchers wonder if Wall Street can continue to defy gravity, as stocks creep higher every day.

Our crash was October 19. For the Yanks, it was Black Monday. For us, it was Black Tuesday and it's a Tuesday I'll never forget. Panic reigned on the local stock market and ABC TV decided to lengthen their Richard Carleton- Max Walsh program, nicknamed the Car Wash Report. We were so scared that the program was extended by an hour, if I recall correctly, and gee, the ABC was great in those days!

I'd been making a radio documentary with the pioneer of FM radio news, "the mighty whitey" David White. He was a former 2SM Good Guy, turned news junkie and he knew news for FM radio had to suit the format.

His three-hour radio doco was called "Are We Living on Borrowed Time?" and he had interviews from really smart people broken up by great songs, such as Money by Pink Floyd and Simply Red's Money's Too Tight to Mention and so on. Gee, FM radio was great then!

I was teaching economics at the University of New South Wales at the time and had a Wednesday column in the Daily Telegraph, which followed me putting together an HSC Supplement for the newspaper in previous years, where I wrote the economics stuff.

Gee newspapers were great then!

I was an economist, which I still reckon I am today, but I only had a cursory interest in stocks, in so much as the market affected the economy. In the previous year, I'd decided to read everything on business/markets I could get my hands on and was on a steep learning curve.

In those days, the AFR was the business bible so when David White rang me at home at 5am on the Wednesday to get me to explain to listeners what had just happened, I realised I'd left my copy of the AFR at uni!

So my first recorded piece to an audience in Sydney, where Doug Mulray had something like a 25% share of



“By 6am, I’d digested enough to be an instant expert but this whole experience changed me forever!”

the market, was based on what I’d read the previous day. At least I knew why the Yanks had sold off on Monday their time — that was in a Tuesday newspaper.

After my first grab was recorded for the early news, I sprinted to the newsagent’s — we lived in Paddington in Sydney so the guy was open super early! Gees, news agencies were great then!

By 6am, I’d digested enough to be an instant expert but this whole experience changed me forever!

It changed Australia too, with our stock market losing 41% in the month of October. It was the day the Dow had its biggest ever one-day slump of 25%!

Out of all this, famous entrepreneurs like Alan Bond and Christopher Skase were shown they were wearing precious little when the ‘tide’ went out. And Westpac nearly became a spent force, becoming a takeover tussle between Kerry Packer and AMP. Eventually the crash led to a recession where unemployment went over 10% in the early 1990s.

It can take time but the consequences of market crashes can hang around longer than many expect. Stock markets can rebound pretty quickly after a



crash, which we saw in 2009 and which I’d been predicting based on my lessons from 1987. History can be a good tutor on many of these subjects and it often works out, provided the crash doesn’t create a Great Depression.

You don’t easily see crashes coming because we can get blinded by all the positive stuff. I’ve learnt to look for screwy things happening in foreign exchange markets but trying to work out when a stock market might crash is a very tricky task to master.

My consensus of the smart people I trust as good judges, which I’ve collected since October 1987, who have helped my media exploits, my own investments and the growth of my financial services company, makes me think we have time on our side when it comes to stocks.



Donald Trump has to get a tax win before year's end and China, which is now holding its National Congress, has to keep growing better than its doubters have been predicting. If this persists, with the world economy tipped by the IMF to grow faster next year, then I'm good with stocks in 2018 but I'll be looking for signs that this bull market is running out of steam.

The Crash of 1987 was the first crash I had to have, which launched my radio and then TV guest expert career. The GFC was the second crash I had to have as it created my SWITZER program on the Sky News Business channel.

I always argue that when crashes happen, the world wants to listen to people with grey hair or no hair but I got away with it in 1987!

That said, the fear that this crash generated made me know that I needed to change my educative ways to help people understand money and to learn how to invest in quality assets to build wealth.

It's been a great journey and became the basis for our business that now straddles a listed fund (SWTZ), financial planning, accounting and websites like Switzer Daily. We even own a cool fashion magazine called Russh!

And we have more than 60 staff and key partners and contractors, who help us make it happen.

It has changed my life from being an academic to being what I am today.

Yep, it was the crash I had to have. I hope you all get a crash opportunity in your lives but let me say, it didn't come to me by pure chance. I had to put myself in the way of opportunity and that's a big part of the success story. Work out what you want. Determine the price you have to pay and pay the price.

If you liked this article you'll love the Switzer Super Report, our newsletter and website for trustees of self-managed super funds. Go to www.switzersuperreport.com.au or [CLICK HERE](#) for a FREE trial and to hear more of Peter's expert commentary and advice.



New Board Appointments

Congratulations to some of our Director Institute Members on their recent board appointments. If you have recently been appointed to a Non-Executive or Advisory board role, please let us know at membership@directorinstitute.com.au



Carmel Molloy

Advisory Board Member - James Griffin MP
Manly Community Reference Groups (MCRG)



Michael Littlejohn

Board Director - Hornsby Ku-ring-gai Community Transport (HKCT)



Dean Laurence

Board Director - Energis
NED and Chair of Finance and Risk Committee -
Clean Technology Council Holdings



Rick Marshall

Board Director - Hornsby Ku-ring-gai
Community Transport (HKCT)



Susan Johnston

Chair - Kennelly Constructions



Mark Mathieson

Board Member - North Ryde Golf Club



Jim Burkett

Non-Executive Director - Beaucare



Luke Agati

Board Director - Energis



Andrew Gardiner

Board Director - Playgroup Australia



Mona Lolas

Board Director - AMI Board



Ko-Chen Wu

Board Director - Living Learning Pakenham



lingerie for sexy survivors®

Tina Doueihy is a breast cancer survivor, and the founder of Red Fern lingerie - a stylish, modern and sexy range of lingerie specifically designed for women who have experienced a mastectomy as a result of Breast Cancer.



Tina was 37 years old when she was diagnosed in 2008, and after surgery attended a specialty mastectomy boutique to be fitted for a bra and was horrified at the limited range available.

"I was used to wearing designer lingerie brands – Simone Perele, Chantelle, La Perla, Elle McPherson Intimates, you get the idea. Yet the only lingerie offered to me were functional bras that were plain in design and style. I felt like I was my great great grandmother!"

The seed was planted during that fitting to do something and a few years later, Red Fern Lingerie was born.

The lingerie created is stylish, modern, feminine and sexy and yes they are also functional with a discreet cotton pocket lining for an optional prosthetic. All models used in Red Fern Lingerie's campaigns are real sexy survivors®.

"We choose to use real sexy survivors® because we want our brand to be real and to speak to our customers."

Proudly Australian, Red Fern Lingerie is currently available online and via selected boutiques, but is now planning the next stage of growth.

What are your plans for the future?

As a start-up I have kept things very lean – and have basically been running things as a solo entrepreneur. Up until this point I've managed the sourcing, design and sampling of all product, arranged trademarks and have secured some fantastic launch PR.

In the first year after our launch we were invited to participate in the Oscars gifting suite, which then created opportunities with media such as the Project on Channel 10 to talk about our new range. We were also the first brand to walk the runway at an industry

trade event in NYC, so we've achieved a lot in a very short space of time.

My personal goal is to create mastectomy wear that is accessible and embraced by women who have survived breast cancer. I want us to celebrate that we're alive. With one in eight women being affected by breast cancer, there is a natural growth opportunity for us to take advantage of – and if I can help those women, then I know that I'm doing something good.

Those statistics are relevant across most of the western world so there is an enormous opportunity for Red Fern to become the leading supplier of Mastectomy underwear right around the world.

Down the track we'd also like to diversify into other clothing such as active and swim wear – to enable women a true selection of beautiful survivor clothing.

"I was used to wearing designer lingerie brands – Simone Perele, Chantelle, La Perla, Elle McPherson Intimates, you get the idea. Yet the only lingerie offered to me were functional bras that were plain in design and style. I felt like I was my great great grandmother!"

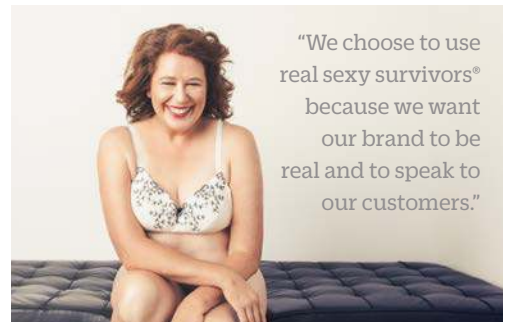
To do that we will need to have a clear strategy and be more focused in our approach to market.

How is Director Institute assisting you with your growth plans?

Director Institute is assisting me to establish an advisory board that will help me to fulfill my growth goals. I'm loving this process, and have met so many great people who want to help me to achieve my goals and commercialise my business.

What skill sets / capabilities are you looking for?

I'm keen to meet directors with skills that I don't have.



I don't have a business background –but I do have real passion and a clear understanding of the need for these products in the market. Moving forward I'm looking for individuals with experience in building retail sales and distribution channels, budgeting and finance, and marketing.

For more information about Red Fern Lingerie please apply via the [Director Institute Jobs Board](#).



Manatee Holdings Ltd

GEODUCK AQUACULTURE

Rosemary K. Rollins, is a business consultant, coach, auditor, entrepreneur, CPA and MBA, Philippines-born Rosemary Rollins is the vice-president and shareholder of Manatee Holdings, Ltd. Over the last nine years she has helped the company achieve major growth in revenue. In recognition of her work at Manatee, she was listed among the W100 Ranking of Canada's Top Female Entrepreneurs, produced by Profit and Chatelaine magazines.



Rosemary, what is Geoduck Aquaculture?

Geoduck is a large clam that buries itself into the soft substrate of the ocean bottom along the marine coastlines of several countries around the world. The average size of the clam tends to be a little over two pounds. (1 kilogram). This incredible shellfish is believed to have therapeutic and aphrodisiac qualities, as well as being both nutritious and delicious. It has been on the Emperor's list in Japan for many years, and is in very high demand around the world, particularly in the Asian markets. Aquaculture is the underwater ranching of geoduck clams. Just as agriculture replaced hunting on land as our primary source of human food, so aquaculture is replacing fishing at sea.

How did you come to be involved in Manatee Holdings?

In 2004 I immigrated to Canada where I met my husband, Eric Gant, who was a pioneer of both the geoduck fishery, and the geoduck aquaculture industry in British Columbia, Canada.

Over the years I have worked my way up from being the company's part time accountant in 2008, to becoming Vice-President, CFO, and Director. Even though I was married to the founder of the company, my husband is a very firm believer in business meritocracy. So I had to stringently earn my way up within the company. It was great to see my value to the company validated by an outside source when I was recognized by Canadian business, PROFIT, and Chatelaine magazines to be one of the top 100 female entrepreneurs in Canada. They listed me as number 84 on the list in 2012, and as number 5 in 2014. This recognition is based on a composite score that considers the size, growth rate and profitability of the businesses within which the women are working.

Your organisation has also been ranked in the top 10 Best Green Businesses in British Columbia - how does your focus on sustainability and environmental preservation steer your business decision-making?

The mandate of our company is to become the most

environmentally beneficial food production operation on land or sea anywhere in the world. In short, to be a profitable ecological caretaker. The award recognizes the importance of modern day business needing to improve upon their food production practices where the natural ecology of the land or sea is destroyed in order to intensively monoculture one animal or plant for profit. Our business strategy enables us to be beneficial to the surrounding ecology, rather than detrimental.

What are your plans for the organisation?

The organisation is ready to enter into the next stage of its development. To date we have cultivated 20 hectares of our grow-out tenure, and are now focused on seeding another 70 hectares. At present market prices, that will give us a cultured clam inventory of about CA\$250 million.

Our company is in search of investor directors who value our mandate and want to share in our profits once we begin harvesting our initial set of crops. Our plans are to also develop our polyculture strategy. This is in alignment with our plan to help pioneer beneficial change into the marine food production industry of Canada.

Our "Sea Change" production strategy does away with the impossibility of trying to guesstimate natural recruitment, which is the inherent failing of the wild fishery. It helps to address natural problems causing excessive mortality. And helps to offset the detrimental impact upon the ocean's ecology from human occupation along our shorelines. The goal is to increase the targeted \$20 million per year gross revenue from cultured geoduck to \$100 Million per year with polyculture.

What skills and capabilities are you looking to bring into the organisation?

We need to bring the skills of innovation management and focus management into our organisation. An



innovation manager/director is the kind of person who loves innovation. A focus manager/director is the person who makes the innovation a recurring process.

What have been the greatest challenges for you and the organisation over the last few years?

The greatest challenge for me has been to bring together the owners, business leaders, government decision makers, employees, and customers into an engaged purpose and cooperative mindset. Over a five-year period, our company grew from five, to 25 employees, and had to become more cohesive. Each of our boats, for example, took pride in being independently productive as fishing vessels, and had to learn the importance of interdependence as they worked to cooperatively develop our aquaculture tenure. This quarter my objective is to break the mold once again to create a more self-managing company.

Getting industry, government, and the public to recognize and believe in the truth about the work we are doing to change ocean food production in Canada has taken up a lot of our time and attention. But that work has also starting to pay off. The awards have helped us gain the needed recognition.

For more information about Manatee Holdings please contact Kylie Hammond for a confidential discussion. Applications can also be made via the Director Institute jobs board.



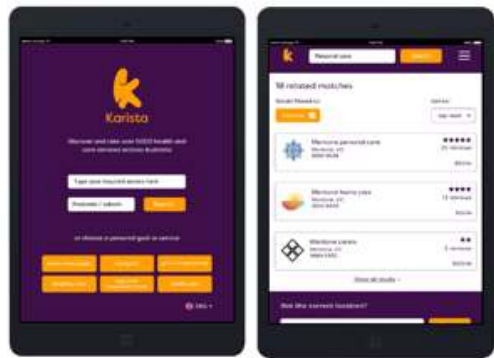
Board Advisors / Investor Directors

Karista

A first to market digital business that connects aged care and disabled consumers with service providers to provide unique cost and care comparisons and selecting services.

Karista has developed an integrated online platform that features national aged and disability service providers and a consumer review system as well as quality of care analysis and the associated cost of the care and other services by providers. Similar to TripAdvisor for the travel industry, the portal will combine the consumer review system, cost comparison and services selector nationwide – a first to market for this industry.

Over time, the portal will be expanded to service additional market channels, complementary products and services and other geographies. Future assets will include big data in relation to the consumer, carer, workforce and service providers. This will help to drive competition, innovation and positive change in the Australian care industry.



We are looking for Advisors or Investor Directors with experience in the aged care space – or with expertise in Marketing, Commercialisation, Legal and Finance.

For a confidential discussion about board opportunities with Karista please contact Kylie Hammond via the [Director Institute Jobs Board](#).



Juggle Street Pty Ltd

Disrupting the Childcare Market

On-demand recruitment of babysitters, nannies and after-school carers.

Director Institute is exclusively mandated to support Juggle Street to connect with suitable Advisory and Board Directors with an interest in investing.

Juggle Street is an exciting neighbourhood network connecting busy families with local babysitters, Nannies and After School Carers.

Seeking directors and advisors with expertise in one or more of the following areas:

- IT
- eCommerce
- Marketing
- Early Stage Organisations & Fast Growth Organisations
- Recruitment
- Commercialisation of Businesses
- Capital Raising

JOIN JUGGLE STREET TODAY TO DISCOVER KEEN & TRUSTWORTHY BABYSITTERS NEAR YOU... NEVER GET STUCK FOR A SITTER AGAIN!



1. BABYSITTER NEEDED!

Create your Family Profile and start choosing local Babysitters to add to your list. Enjoy unlimited FREE Use in a 30-day free trial!



2. POST A JOB TO ONE, OR MANY

Fill out the Job details - you decide the price you're willing to pay (fixed or hourly). Within minutes, you'll receive SMS replies. Oh, the luxury of choosing the perfect Babysitter!



3. SORTED, STRESS-FREE!

Receive applications via SMS and choose who wins the Job. Simply pay your Babysitter in cash and walk them home around the corner!

Juggle Street will enable the AO (always on their phone) Generation to compete for neighbourhood jobs and earn their own money, and in doing so gain some independence.

Juggle Street is currently available in Sydney - in the Eastern Suburbs, Lower and Upper North Shore, Inner West, Northern Beaches and North West - with plans to build quickly.



For more information about this opportunity or to express your interest please apply via the Jobs Board

Welcome to the Boardroom

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



“Director Institute will equip you with the right information, tools, and network connections to ensure that you are Board ready”

- One-on-one mentoring sessions with Director Institute consultant
- Refreshed Board Director Professional Resume
- Refreshed LinkedIn Profile and Corporate Biography
- Personal Introductions to the Director Institute Private Business Network
- Board interview preparation, contract negotiation and due diligence advice
- Access to Exclusive Board Opportunities
- Online Tools and Resources to support your board career
- Access to exclusive networking events, round tables and CEO Forums
- Access to private online member networks
- Complimentary attendance at one of our full day Masterclass events*

As part of your Welcome to the Boardroom membership you are invited to attend one of our full-day Masterclasses:

- SYDNEY: 5th April | 28th June | 9th August
- MELBOURNE: 8th March | 26th July
- BRISBANE: 7th June
- PERTH: 4th May



For more information about our membership programs please don't hesitate to get in touch on 1300 BOARDS.

Director BUREAU

The Big Kahuna Resume

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

We provide an in-depth consultation and comprehensive writing process designed to develop a high calibre resume document or corporate biography that is suitable for presentation to top Executive Search firms, Chairmen, Directors, Board Members and Chief Executives. The service also includes a customised cover letter, and optional 'high impact resume formatting' – which will include your professional photography. Delivery time is 7-10 business days.

\$1,100 - Order Now



LinkedIn Profile Development



- Maximise your job search - LinkedIn, as part of your job search strategy will help expedite career opportunities.
- Build your 'Corporate Brand' - Market your unique value proposition in the new world of LinkedIn executive job search

In Australia, LinkedIn now has well over five million professionals registered online and is the premier networking tool, and the primary way that executives are able to control their online corporate brand.

Developing a killer LinkedIn profile is critical, and with the right approach, the tool can be leveraged for new networking, career and business opportunities. This service includes a comprehensive review of your current online corporate brand, development of a LinkedIn profile or a complete rewrite of your existing LinkedIn profile.

Once your new profile is complete, we will coach you one-on-one on how to effectively use LinkedIn to increase and enhance your online brand, networking, career and business opportunities. This unique service delivered within 1- 3 business days from booking.

\$660 - Order Now

DirectorGuard Insurance



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

Intended as a supplementary cover to your company's Directors' & Officers' policy or Management Liability cover, it is activated when your company, or its policies; refuse to or are unable to indemnify you, or when the limit of liability has already been exhausted.

It provides you with the confidence that you will have coverage should the situation require it.

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

THE BENEFITS

- Option of \$250,000 or \$500,000 Limit
- No Excess
- Automatic cover for all non public Directorships*
- Removes issues of allocation amongst board directors
- Underwritten by Lloyd's of London and managed in Australia
- Access to a panel of Legal Experts and free 30 minute legal consultation
- Automatic run off cover available
- Coverage post retirement
- OH&S Defence Costs up to the full policy indemnity limit

\$550 per year - Enquire Now

Register Your Board Vacancy & Connect with Australia's Best Director Talent

Director Institute Next Generation Directors is a world-class board search and advisory firm with headquarters in Sydney, Australia. We have developed and maintain an exclusive network of top quality Board candidates that is always an initial source of discussion with our clients, with a focus on the 'new breed' of board director capable of dealing with today's directorship issues and challenges.

Confidential board search and selection assignments are always handled personally by Director Institute's Founder & CEO Kylie Hammond, supported by our team of principal and research consultants with deep expertise in identifying top board director talent for our clients. Assignments include search and selection for Chairman, Non-Executive Directors, Executive Directors and Advisory Board members.

Our Board Search & Advisory services can range from simply providing a 'prompt' list for a Nominating Committee to a full Board Search service with advice on appointment and remuneration.

Complimentary Board Vacancy Advertising

Director Institute Next Generation Directors are proud to provide our Board Search Services free of charge to Not-For-Profit and Public organisations in Australia.

Register your Board Vacancy today to gain access to over 50,000 board directors, advisory panel members and investor directors.

For a confidential discussion and more information please phone 1300 BOARDS or 02 9967 2121.



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.

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



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.





Board Advisors / Investors

miiFile

Driving the New Standard in Portable Identities

miiFile is a digital identity platform that enables connectivity, security and control.

In a world where increasing demands are placed on individuals to confirm and validate their identities, there is no single approach to solve. In parallel the growing risk of identity theft has catalyzed a fast growing demand for secure identity storage.

MiiFile have developed a software platform that allows individuals to curate, collate and store all their identity documents in one environment. Our platform provides individuals with complete control of their credentials, assets and identity documents through a secure collaborative data gateway.

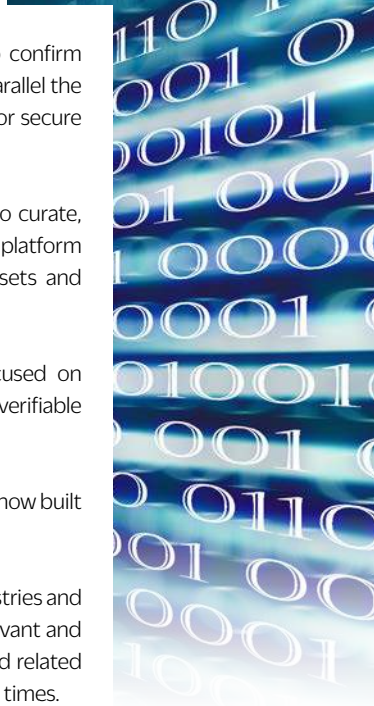
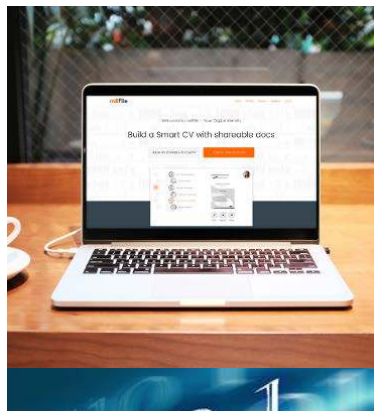
We are a software development and data storage company focused on identity and regulatory compliance and the increasing demand for verifiable and auditable identities and related documents.

Starting as a business looking to build compliance tools, miiGroup has now built several platforms with miiFile at the core.

Our core platform is built to integrate seamlessly across multiple industries and through the addition of quality presentation layers can be made relevant and compelling to multiple user groups. Our data storage capabilities and related security protocols are designed to meet best practice standards at all times.

What we can store in a digital identity:

For a confidential discussion about board opportunities with MiiFile please contact Kylie Hammond via the Director Institute Jobs Board.





Board Advisors / Investor Directors

iComplii

iComplii is SaaS cloud-based platform that enables workers and businesses within sectors of high regulation to connect for the purpose of instant onboarding, record management and is self-auditing.

This is achieved through:

1. Creating and managing verified individuals' work profiles including compliance certificates, qualifications, licenses, medical records and identifications.
2. Allowing businesses to instantly connect with staff and candidates.
3. Enabling employers to hire pre-qualified candidates and instantly on-board.
4. Equipping workers and contractors to have remote instant access to their required documentation in order to prevent site lockouts.
5. Compliance officers and contractors are able to instantly access the status of their workforce, including unplanned compliance issues.
6. A completely free service for the individual user with premium options planned, including priority and concierge on-boarding.

iComplii's competitive advantage lies in the verified data it collects, manages and utilises. The focus on individual privacy and data security means that potential risks such as identity theft and fraud are always countered through infrastructure and processes.

iComplii aims to be the 'go to' compliance and recruitment service with appeal across a multitude of industries including resources, civil, construction, transport, aviation, health care, aged care, education and defence.

iComplii is now looking for Investor Directors, and Advisors with expertise in capital raising, commercialisation, marketing, business development, legal and / or finance.



For a confidential discussion about board opportunities with iComplii please contact Kylie Hammond via the Director Institute Jobs Board.



EXCLUSIVE OPPORTUNITY

Seeking expressions of interest from
Investors and Advisory Board Members

**iBillions of dollars
are wasted globally
funding inefficient
social services.**



**Measuring their impact allows organisations to
improve services and secure funding.**

Socialsuite's technology helps not-for profits and community service organisations measure and report on the outcomes of their services – improving service delivery and securing further funding. The platform also assists Government, Philanthropic and Corporate funders to report on the effectiveness of their investment in social programs and community partnerships.



Since its first release to early adopters in 2013, the Socialsuite Technology Platform and its Mobile App has rapidly evolved through a number of new version releases. Socialsuite has since seen significant customer growth, and is already successfully positioned within several Australian organisations with interest overseas growing.

Director Institute is currently seeking expressions of interest from investors and advisory board members with a broad range of skills. Please contact Kylie Hammond for a confidential conversation.

Apply via the jobs board.






**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.





3 Tips For Starting Your Board Career

by Kylie Hammond

Aspiring directors face stiff competition when looking to find a board position. Kylie Hammond provides her top tips on how to approach looking for your first board role.



Articulate your point of difference - I think the first thing you need to do is to get really clear on what sets you apart from other Business Executives and Board Directors. Articulating your unique value proposition really is the starting point. You need to critically assess whether you have the right skills and the qualifications and experience to serve at the top level of the company. That might mean coming and doing a complementary Board Career Assessment with us, or talking to your peers and colleagues about where your unique value proposition sits.

Develop top quality marketing materials - The next logical step is to really make sure that is reflected in your personal branding. That encompasses everything from your Board resume to your LinkedIn profile to your corporate biography. Personal branding is very important in this space and the reality is that it's the personal branding that gets you in the door for the interview. These documents have evolved a lot over the years and have now become quite sophisticated. The boring old resumes of the past certainly don't play well in this space so you need to have really good quality documentation.

Network Network Network - The secret of the whole Board search space is that nobody gets invited onto a Board without knowing people involved with that board. So networking is going to be a key part of your strategy. You can't just do networking for the sake of networking, and have coffees for the sake of coffees. You have to be introduced to the right people at the right time. You need to be networking with those key decision makers that will have an impact on your Board career.

That's where Director Institute really stands apart from other organisations because it's a very collegiate network. We have some of the highest profile people in the country who are our members – and that includes some of the tech billionaires, some of the really high profile captains of industry. They're so collegiate and helpful to our up and coming aspiring members. They'll take a meeting, and they'll assist with setting up a meeting.

Being in the right network is going to be an important key to your overall success. In fact, I see a lot more Directors starting to build their network as their first port of call, before they even begin to develop their value proposition and resume.

My advice? Start the networking today, and build relationships with key people. If you've got a great network you'll never be unemployed. You'll always have opportunities being presented to you and you'll always have people you can reach out to, to help you develop your Board portfolio or your career portfolio. Networking will be at the heart of your Board search strategy. Every moment you invest in good quality networking will be extremely valuable to you in the future.



Is your Board Ready for Digital Disruption?

by Kylie Hammond

Despite the mass disruption that technology is making in business, very few organisations are taking it as seriously as they should be. A recent survey by the Harvey Nash Alumni, in association with London Business School's Leadership Institute found that only 14% of the survey participants had boards with a fully comprehensive digital strategy. Another report by Accenture studying banks around the world found that less than 6% of boardroom members and 3% of CEO's at these banks possess professional technology experience. In other industries, the US has 15.7%, UK 14.3%, Australia 8.1%, Japan 7.5% and Germany 7.4% of boardroom members with technology experience.

“only 14% of the survey participants had boards with a fully comprehensive digital strategy”

Getting your Boardroom Ready for a Digital Disruption

It's important that boards have a clear understanding of how technology is impacting business. From operations to revenue generation as well as the new risks

that it opens up including cyber-attack and security breaches. So how do you ensure that your board is ready for any new technological advancements?

1. Have a Technology or Digital Expert in the Boardroom

Make technology a priority in your board's agenda. Begin by having one or two technology experts in the



boardroom who will take lead in changing boardroom culture and help board members to better understand the risks and opportunities that technology provides. The CIO in this case would be a great addition to the board. CIO's are in a good position to initiate and steer the digital conversation.

2. Provide Technology Coaching for Boards

Having a technology expert in the board is not enough. The rest of the board also needs to have at least some technological understanding. Provide your board with coaching programs that will give them insights into the technology landscape and how it aligns with business goals.

3. Create a Technology Advisory Board or Committee

An advisory board that has tech experts is also a great way to warm up the board into having a full time tech board member. An advisory board allows you to gain insight from individuals who possess varied relevant technology expertise. A committee with internal and external experts can effectively advise the board on technology issues.

A board that is willing to see the “big picture” and is in support of innovation from within the organisation will definitely not be caught unaware by the digital wave!



Member Services:

For all member enquiries or for help in accessing Director Institute services please email membership@directorinstitute.com.au or phone 1300 BOARDS.

Mentoring Appointments:

Please book all mentoring appointments via the online diary system:

Kylie Hammond's Diary - www.calendly.com/kyliehammond

Please indicate in the comments section that you are booking in for a mentoring session, and outline any key issues you'd like to discuss.

Sarah Rouhan's Diary - www.calendly.com/sarahrouhan

Please indicate the purpose of the call.

The membership team are also available for any enquiries throughout the day on (02) 9967 2121

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