

#9  
DECEMBER 2017

AIMWA.COM

# LEADER

## JULIE BISHOP

MINISTER FOR FOREIGN AFFAIRS

LESSONS IN LEADERSHIP  
AMIDST A VOLATILE  
POLITICAL LANDSCAPE

### AIM WA ANNUAL LEADERSHIP SUMMIT

NAOMI SIMSON, JENNIFER BYRNE  
RICHARD GOYDER AO FAIM AND  
GEOFFREY ROBERTSON QC

### BUSINESS LEADER OF THE YEAR

FJM PROPERTY DIRECTOR ADRIAN FINI OAM  
RECOGNISED AT 2017 PINNACLE AWARDS

### INSPIRATIONAL LEADER

RAC WA CEO TERRY AGNEW FAIM  
SHARES HIS VISION FOR A BRIGHTER,  
SMARTER TOMORROW



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## CEOs: LEADERSHIP DOESN'T ALWAYS REQUIRE THE BIGGEST IDEA

Too often, when discussing leadership, we talk about the 'big ideas' people, or those who inspire their team to achieve against the odds.

But that ignores all those individual leadership goals scored which, on their own, may be incremental, but combined can win important matches.

At AIM WA's Leadership Summit at Perth's Hyatt Regency on October 25, a panel of political and business leaders discussed the state of the Western Australian economy.

It prompted some interesting soul-searching – which resonated with the 400+ attendees – before conversation landed on the importance of leadership, particularly in relation to tourism.

And the conversation went like this.

Why are hospitality sector service levels often better in Europe than back home?

Could it be because in many European countries, working in hospitality is regarded as a career choice, rather than just a part-time job to get you through university?

Clearly this is an area that can be addressed in WA as a tool to improving the tourism sector.

Pertinently, this conversation was less about past performance, but more about the one ingredient that is required to transform tourism in WA into an economic powerhouse for the state; leadership.

And we were talking leadership across every level of the tourism industry, from government and hotels to tour operators and cafes, in Perth and across regional WA.

It was a free-flowing conversation among the panel, expertly led by *The West Australian's* Sean Smith, with agreement that tourism, an industry often talked about as underdelivering on its promise, was ideally placed to become a large and sustainable pillar of the state's economy.

As Ms Tough pointed out, heightened security concerns across much of Europe should prove a boon for tourism in WA, but "the biggest thing is to get people over this issue of distance to get here".

Combine that with some well-targeted, modestly sized investments in necessary tourism infrastructure – whether it be enabling more berthing options along our coastline for the cruise ship industry or extending the runways at some of the state's regional airports – and some of those "barriers to tourism," as Mr Nicolaou termed it, can be lowered or even removed.

The Treasurer was spot on when he said the tourism sector in Perth had evolved to deliver some world-class services, but the onus was now to extend this level to the regions.

He also called for leadership in the coordination of tourism offerings, for example in the indigenous tourism space, to ensure better use of existing or proposed infrastructure.

Mr Poynton, a regular visitor to our state's north, said improved infrastructure and a consistent service offering was key.

"If we can make it more consistent and easier for people to get here, tourism has a huge future here," he said.

Whilst this feedback is not new, it highlighted that leadership was required at every level.



**Professor Gary Martin FAIM**  
CEO and Executive Director  
AIM WA

Email: [ceo@aimwa.com](mailto:ceo@aimwa.com)

## Panel participants:

Hon Ben Wyatt MLA – WA State Treasurer, Minister for Finance, Energy and Aboriginal Affairs

John Poynton FAIM – Jindalee Partners and SC8 Technologies Chairman

Samantha Tough – The Asthma Foundation Chief Executive Officer

John Nicolaou – ACIL Allen Consulting Executive Director WA and NT

Growing Western Australia's tourism potential was a central theme of AIM WA's fourth Annual Leadership Summit.



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RedBalloon Founding Director Naomi Simson addresses AIM WA's fourth Annual Leadership Summit.



Master of ceremonies Monika Kos (left) presents Adrian Fini OAM with the Business Leader of the Year award.

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Julie Bishop. Image: Cassie Gunthorpe.

NEXT ISSUE  
March 2018



Economy [snapshot]



JOB ADVERTISEMENTS  
REMAINED

**RELATIVELY STEADY**  
at 169,577 advertisements  
nationally month-  
on-month in October,  
recording a slight increase  
from a downwardly revised  
167,272 advertisements in  
September 2017.

Minimum wages in Australia **INCREASED TO \$694.90**  
per week in 2017 from \$672.70 per week the previous year.  
According to econometric models, the minimum wage in  
Australia is projected to trend around \$760 per week in 2020.



**NEW HOME SALES** fell to **6841**

for the month of September, down from 7285 in  
August 2017.

Manufacturing PMI fell **3.1 POINTS** to **51.1** in  
October 2017 from 54.2 in September.

The Reserve Bank of Australia left the cash rate unchanged at its  
**RECORD LOW OF 1.5% IN NOVEMBER.**  
**THE CASH RATE HAS SAT AT 1.5% SINCE AUGUST 2016.**



Australia's gasoline prices increased 0.06 points  
to **\$US1.04/LITRE** in October from \$US0.98/  
litre in September 2017. The lowest figure for gasoline in  
Australia was recorded in December 1998 at just \$US0.46/litre.

Australia's national  
full-time  
**EMPLOYMENT**  
**FIGURES INCREASED**  
by 24,300 in October 2017.  
This marked the third consecutive  
month of growth.

**NATIONAL**  
**UNEMPLOYMENT**  
**FELL TO 5.4% IN**  
**OCTOBER FROM 5.5%**  
**IN SEPTEMBER.**

**NATIONAL YOUTH**  
**UNEMPLOYMENT**

**DECREASED TO 12.1%**  
in October 2017  
**FROM 12.6%**  
in September 2017.  
The figure previously  
reached its highest point  
for the year in March when  
it scaled 13.2%.

The number of  
tourists visiting  
Australia  
**DECREASED**  
**TO 663,500**  
in September from 702,800  
in August of 2017.  
**Tourist arrivals reached an**  
**all-time high of 971,800 in**  
**December 2016.**

Steel production in Australia

**INCREASED TO**  
**440 THOUSAND**  
**TONNES**  
in October from 427.34 thousand  
tonnes in September 2017.

\*Information correct at time of going to print.





# balance AND COMPOSURE

By Jack McGinn

An aura of composure surrounded Julie Bishop on the morning of her interview with AIM WA's *Leader* magazine.

Time zones, an overnight incident of international magnitude and her own significance in the scheme of Australia's political system had the Foreign Affairs Minister up and addressing media from 3am.

But come 8am, in her ministerial office perched high above the city with sweeping views of the Swan River, the Minister was entirely present and prepared to speak on her experiences in a trailblazing career unlike any other.

For near-on two decades – 19 years to the day of our interview, in fact – Julie Bishop has served the nation as a federal parliamentarian and her electorate as Member for Curtin.

For 10 of these, Ms Bishop has held the esteemed position of Liberal Party Deputy Leader, the first woman in the party's history to do so.

In 2018 her tenure in the Deputy's chair will tick over the 11-year mark – a stint matched only by Sir Eric Harrison between 1945 and 1956, and exceeded by her immediate predecessor Peter Costello.

Then there's the Foreign Affairs portfolio. Having previously served stints as Minister for Ageing, Minister for Education and Training and Minister Assisting the Prime Minister for Women's Issues during the John Howard era, Ms Bishop became the nation's first female Foreign Minister on September 18, 2013 when Tony Abbott's Liberal government was voted into power.

Despite the noise, the volatility prevalent in Australian politics since 2007 and party politics bringing about a change of Prime Minister in 2015, it's a role the ever-composed Ms Bishop has thrived in.

From the New Colombo Plan rolled out early in her tenure, to the Foreign Policy White Paper launched in November, Ms Bishop has led with vigour and commanded respect from all sides of politics, both domestically

and internationally.

Her handling in 2014 of the downing of Malaysian Airlines flight MH17, when the United Nations Security Council unanimously backed the resolution put forward by Australia, was widely lauded.

The New Colombo Plan, introduced by Ms Bishop in 2013, has supported some 30,000 undergraduate students studying in 38 locations across the Indian Ocean-Asia Pacific region.

At home, Ms Bishop's public profile has never been greater. In November 2017, a widely reported Newspoll survey revealed the Foreign Minister was a more popular choice as Liberal Party leader than the current Prime Minister.

As credentialed as any should the party leadership change, Ms Bishop told *Leader* her current job was the one she had always dreamed of and that she was very happy in her role.

"My ambition was always to become the Foreign Minister, and if that were possible I would have fulfilled my greatest aspiration," she said.

Clear of any speculation, the 18-month outlook for the Foreign Minister and Deputy Liberal Leader is busy as ever, with the aforementioned White Paper at the forefront.

"We are in the process of releasing a Foreign Policy White Paper, which will set out the

framework for Australia's international engagement over the next 10 years," Ms Bishop said.

"That's my immediate challenge in a foreign policy sense, to publish that White Paper and seek to implement the recommendations in it.

"2018 will be a very busy year, and then the following year is an election, so my short-term horizon is pretty well mapped out to winning the next election."

The highly popular Ms Bishop will be looking to make it eight wins from eight elections in Curtin when she contests in 2019.

## GLOBAL LESSONS IN LEADERSHIP

Since leaving her role as Managing Partner at Clayton Utz to pursue her political ambition in 1998, Ms Bishop has worked under a quartet of high-profile Australian leaders and stuck to her guns on the leadership style which works for her.

"There are many different leadership styles," she said.

"I've worked under four different leaders in politics – John Howard, Brendan Nelson, Tony Abbott and Malcolm Turnbull – and they all, for example, have very different leadership styles.

"No-one style suits everyone."

## LEADERSHIP IS MORE IMPORTANT THAT EVER – PEOPLE ARE LOOKING FOR GUIDANCE, DIRECTION, INSPIRATION AND VISION – IT'S A GLOBAL PHENOMENON.

Ms Bishop said her own personal leadership style was to build and work with a strong, capable team of people to achieve success.

"Whether I was a Managing Partner in a law firm or part of the backbench, I've always sought to build strong teams around me," she said.

"I work in a very flat management structure so everybody is part of the decision-making process, everybody feels involved and everybody is engaged.

"I've done that wherever I've worked and in whatever circumstance I've found myself – I find teams can achieve a great deal."

The international nature of the Foreign



Julie Bishop in 1998, when she decided to run for the seat of Curtin. Image: *The West Australian*.

Affairs portfolio provides unique insight into the state of leadership globally.

Ms Bishop said her role had taught her the concept of leadership was as critical as ever – not just in an Australian context, but on a global scale.

"The world is searching for leadership," she said.

"That leadership is more important than ever – people are looking for guidance, direction, inspiration and vision. That is a global phenomenon."

An incident of global proportions, the Foreign Minister regards her efforts in response to the downing of MH17 in 2014 as among the toughest challenges she has faced in her career because of the international nature of the crisis.

"We then had to travel to Ukraine and negotiate with the Ukraine Government to change its laws to enable armed Australian Federal Police officers to enter this war zone and retrieve the bodies of the Australians aboard the flight.

"The Ukraine Parliament went on summer break, so not only did we have to convince the politicians to return to Kiev, I then had to convince them to vote for legislation to change their laws. That was some challenge."

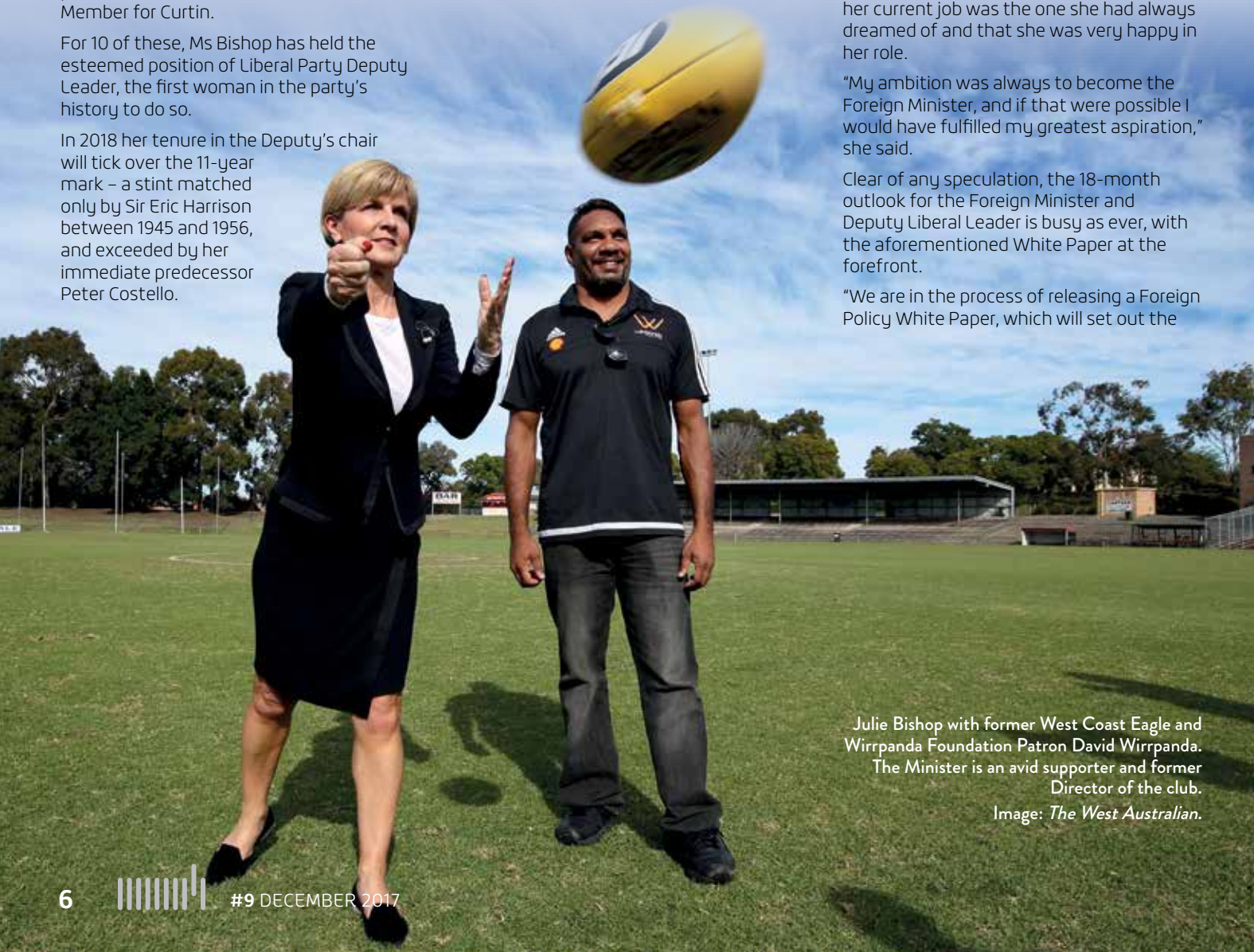
Ms Bishop was guided by the Department of Foreign Affairs and Trade and supported by other nations – she singled out then Dutch Foreign Minister Frans Timmermans, as well as the work of the United States, United Kingdom and those nations who lost citizens aboard the flight for their efforts at that time.

## THE IMPORTANCE OF REGIONAL AWARENESS

The Foreign Minister is a known advocate for Australian engagement in the Asian region and the New Colombo Plan – a key foreign policy initiative rolled out by Ms Bishop in 2013 with the aim to drive new connections between Australia and its neighbours.

Under the plan, Australian undergraduates are supported to study and undertake professional experiences in the region. The Foreign Minister considers the plan to be one of her greatest achievements and one potentially formative to the shaping of Australia and the region's future leaders.

Cont on page 8...



Julie Bishop with former West Coast Eagle and Wirrpanda Foundation Patron David Wirrpanda. The Minister is an avid supporter and former Director of the club. Image: *The West Australian*.





Julie Bishop and John Howard walk through Kings Park in 2013.  
Image: The West Australian.

...cont from page 7

“Many Asian leaders, including President Xi Jinping of China, Prime Minister Abe of Japan and Prime Minister Lee of Singapore have referred to the New Colombo Plan as one of the best soft power initiatives Australia has taken, and that it demonstrates our true commitment to deeper engagement with the Indian Ocean-Asia Pacific,” she said.

“I hope the New Colombo Plan will present as a rite-of-passage for young Australian undergraduates, that they will want to live and study and work in the Indian Ocean-Asia Pacific region and that they’ll come back to Australia with new insights, ideas and skills, and hopefully a second language.

“I hope they will not only advance their careers through the networks and contacts and experiences they’ve had, but that they will be ambassadors and leaders of the future within the Indian Ocean-Asia Pacific region, for that is surely where Australia’s future lies.”

Ms Bishop had the opportunity to travel through Asia during her university studies and said the experience was formative in her perception of the world to this day.

“At the end of my first year of university my sister and I travelled overseas through Southeast Asia,” she said.

“Many young people at that time travelled to London, but we decided to travel through Singapore, Malaysia, Thailand, Hong Kong and into the new territories.

“This was in the late 1970s, and that experience really shaped my thinking about Australia’s place in the world.”

Ms Bishop took a sabbatical from her law career in 1996 to study an advanced management program at Harvard Business School – her first international study experience and one she said led her down the path of federal politics.

“Studying abroad is an experience I would like to make available to as many young Australians as possible,” she said.

Regardless of party politics, a generation of political and business leaders as composed as Ms Bishop would surely mean good things for Australia.

## JULIE BISHOP ON WEST COAST CHALLENGES

As many Western Australian-based business leaders would attest, the time difference between the east and west coast of Australia creates a significant hurdle for those trying to do business cross-country.

Factor in the immediacy of the news cycle and the disruption of technology, even when accounting for role and perspective changes, politics for a WA-based member of parliament is a different game to what it was 20 years ago.

“Overall, I think the pace and tempo have increased dramatically and it’s not for the fainthearted,” Ms Bishop said.

“I think you need unlimited amounts of energy to undertake the schedule and amount of travel involved – we’re a vast country and it takes a long time to travel from one side to another, with a three-hour time difference, yet my work demands it.

“It’s not always understood on the east coast that you can’t just arrive in an hour’s time for a meeting, you have to leave the day before.

“The time and the distance – I’ve come across this throughout my professional career – the east coast doesn’t quite get the logistics of living in Perth.”

## BOARDROOM QUOTAS

Julie Bishop was the only woman in Tony Abbott’s 19-person first cabinet in 2013 and has spoken candidly in the past on the challenges this created for her.

But Australia’s first female Foreign Minister and the first woman to serve as Deputy Leader of the Liberal Party said while diversity of all kinds was extremely important in parliament and boardrooms, she didn’t believe quotas were the answer to disparity.

“I believe people should be promoted on merit – I don’t know any woman who wants to be promoted solely because of her gender,” Ms Bishop said.

“Women also want to be promoted on their talents and abilities. However, I think it is useful to have targets.

“The Liberal Party has committed to a target of 50 per cent female representation by 2025, and the Turnbull Government has committed to a target of 50 per cent female representation on government boards – we’re well on the way to achieving that.”

## WORK-LIFE BALANCE

Ms Bishop said Perth’s outdoor lifestyle suited her well and, where she could, she enjoyed relaxing with friends and family.

However, she conceded the nature of her role made it near impossible to fully switch off.

“I try to separate home life from work, but in fact, there is no such thing as a work-life balance in my life – it’s very focused around work,” she said.

“You’re on call all the time, 24/7. Something can happen anywhere in the world and Australians can be involved, and I have a responsibility to be Australia’s voice.”

## NEW POLITICAL TALENT

For those in business considering a political run, Ms Bishop’s message was clear.

“If you are looking for a challenging, stimulating career away from business and you are interested in people, policies and politics, go for it,” she said.

“We need talent. We need committed, energetic people who are determined to make a difference.”

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# AIM WA LEADERSHIP SUMMIT

## Stories of triumph and challenge

Today's influential leaders are only where they are because of leaders that came before them and either taught them what it meant to be a good leader, or what it meant to be a bad one.

Presenting at AIM WA's fourth Annual Leadership Summit were four highly influential leaders across industries that ranged from media to law, who brought their years of learnings to the table.

The celebrated keynotes were RedBalloon Founding Director Naomi Simson, former Wesfarmers Managing Director and CEO Richard Goyder AO FAIM, journalist and TV presenter Jennifer Byrne and human rights barrister and

broadcaster Geoffrey Robertson QC. Joining them were three panel discussions featuring distinguished guests across a range of industries. Panel members shared their insights and opinions on the WA economy, where the future of work is headed and the importance of community engagement with local government. AIM WA CEO Professor Gary Martin FAIM started the full day by getting everybody thinking about how leadership was changing and evolving in today's society. "It is often said that a successful leader is someone who is able to engage, to inspire, to be daring, to be resolute - and

By Kaitlin Okely

to be clear on the direction," he said. "Think about the biggest challenges facing us here in Australia. "More often than not they include a lack of leadership engagement - of cut-through, of inspiration, of support - and of conviction." "The annual AIM WA Leadership Summit is a unique opportunity to hear the views of a diverse group of senior leaders. "Too often we rely on textbook examples and theory to learn about leadership. "Today's Summit offers real insights into real-life experiences - lessons do not get more powerful than that."

## Lights, cameras and inaction on equality

The first leader that journalist, TV presenter and author Jennifer Byrne met was Sir Dallas Brooks, a war hero and her grandfather.

Through his life, she said she saw just how much effort it took to be a leader.

He worked with Winston Churchill, acted as Commander General of the Royal Marines and was selected by the Queen to become the Governor of Victoria.

Ms Byrne said at formal events he would shake every hand, from the highest dignitary to the humblest attendee, but as a man with OCD it cost him something.

After every event he would be scrubbing his hands red raw.

"Whatever a job took, he would do," Ms Byrne said.

There have been a string of leaders since then that have shown by their actions what it means to be a leader and influence Ms Byrne's media career, be it for good or otherwise, and she's remembered each and every one.

"True leaders leave a trail," Ms Byrne said. "They're like comets."

Starting her career in the 70s at age 16, Ms Byrne secured a cadetship with *The Age* newspaper in Melbourne under the tutelage of a man who would become her prime role model, editor Graham Perkin.

"He was a truly independent thinker and under his leadership the circulation of *The Age* soared," Ms Byrne said.

"He was a great man, but not in the

leadership sense of the word, because even though he did always have the final word, he was very much a team builder. He was a hunter and sculptor of talent wherever he found it.

"He was determined to reverse years of discriminatory hiring practices by recruiting more women to his newspaper and wanting them not to play traditional roles in fashion; he wanted them to become proper journalists and he would train them."

Ms Byrne said this progressive attitude greatly furthered her career, as she was afforded opportunities at the start of her journey that others who had come before had struggled to attain.

Following her time at *The Age*, Ms Byrne held positions at Nine Network, the ABC and more recently at Network Ten.

Dealing with her fair share of difficult leaders and working in a male-dominated industry presented many challenges, not least of all career advancement.

Ms Byrne cited diversity as a problem at the major networks.

"It was all white faces. No female executives, no intention of getting any," she said.

Opportunities for women were extremely limited, but the bigger problem was senior leaders who couldn't see it and didn't have any desire to move with the times.

"I tried to point out to them what was happening and I made the obvious point that if they didn't change their ways, if they didn't move out of the land of

dinosaurs, they would end up in court," she said.

"None of them had any idea what I was talking about; they couldn't see it."

In the end, the court cases came.

Out of the good, the bad and the ugly of Ms Byrne's career, she said she had learnt a thing or two about leadership.

She shared her five key learnings with the attentive delegates.

1. Develop your vision and share it.
2. Never watch the clock, only the job.
3. Be generous and always share praise.
4. Know when to it is time to leave.
5. Never stay too long. You should always leave things strong.



Jennifer Byrne.

## Turnover, talent and reputation are key

Twelve years in the top job at Wesfarmers taught Richard Goyder AO FAIM a thing or two about leadership, and the outgoing CEO shared his findings about working in an ever-challenging environment.

Drawing a chuckle from the crowd with his humorous but self-evident first point - "don't run out of cash" - Mr Goyder said sage advice had been ingrained in him at the start of his leadership journey by a Harvard professor.

"The foundation for any business is to make returns in the business," Mr Goyder said.

"You won't survive unless you can make returns on your investment. Unless you have that, you have nothing."

He should know, after all, as the highly successful Wesfarmers operates an impressive cash flow, with more than \$130 million contributed to communities and more than \$8.7 billion paid in salaries during the 2015/16 financial year.

However, Mr Goyder acknowledged it was difficult to build and grow cost-competitive

businesses, and stakeholder and employee expectations were typically more than just the business delivering financially.

This flowed into his second point - "stuff happens".

Because of the unpredictability of running a business and the economy, Mr Goyder said a balance sheet allowing for any unexpected events to be more than covered by cash flow was critical.

"A weak economy flows through to everyone," he stressed.

Crucial to his own success, Mr Goyder said it was important for leaders to surround themselves with good people.

He said this included a strong board that challenged and questioned, because strong governance was necessary in a successful business.

CEOs should also be surrounded by people who can offer support when it comes to making key business decisions.

Mr Goyder said if he had any regrets about his time at Wesfarmers, it would be when he acted too slow on a key opportunity, and he warned delegates about the dangers of "paralysis by analysis".



Richard Goyder AO FAIM.

His final point - reputation matters. Mr Goyder pointed to Bunnings as the organisation's most successful example of a much-loved brand. "Big business reputation at the moment is generally not great, so what is it about Bunnings that makes it different?" he said.

**Mr Goyder warned delegates about the dangers of 'paralysis by analysis'.**

"I think it's community engagement. That's been an essential part of the business for decades."

With sausage sizzles run by community groups, visits to schools and hospitals and, by choosing to employ older staff members, Bunnings has created a strong relationship with the community without needing to blow its own horn.

It is a policy which has paid off for Wesfarmers, which has enjoyed positive feedback as well as created strong community advocates for the brand.

"A vibrant community is important to a vibrant and healthy business," Mr Goyder said.

## Local Government: Community Engagement

PANEL SESSION

- Panel participants:
- Lynne Craigie - Western Australian Local Government Association (WALGA) President
  - Andrew Hammond FAIM - City of Rockingham CEO
  - Garry Hunt FAIM - City of Joondalup CEO

Described as "the foundation for local governments' decision making" by Ms Craigie, community engagement was labelled the key to success of a local government during this insightful panel session.

"Visioning and goal setting require communities to be engaged," Ms Craigie said.

"It provides an opportunity to test ideas."

Mr Hammond and Mr Hunt offered their insights on what they had found

to be the best ways to engage with community members.

Mr Hammond showcased City of Rockingham's online survey, which allowed residents to voice their opinions about the city's operations.

He said it was about "giving residents the opportunity to be engaged, not forcing them to".

Both CEOs said people tended to engage with their local government when they had a complaint to make, and therefore it was necessary to be cautious about how they empowered residents.

"It's about being clear with why you're engaging, to what extent and what the key issues are," Mr Hunt said.

"The silent majority can activate really quickly. They

are only silent until you poke them too hard or ignore the issues they're raising."

Mr Hunt's advice was to stay clear of consulting the community if you had already decided what you were going to do, and instead inform.

Ms Craigie called on delegates to have their say in their local area since "one community member can make a huge difference".

However, she also pointed out that often aspirations exceeded resources, and residents should be aware that local governments lacked the finances to do many things.



(L-R) Lynne Craigie, Andrew Hammond FAIM and Garry Hunt FAIM.



Popular leadership traits debunked

The makings of a great leader may not be what you think, or even what leadership books are telling us.

That is what human rights barrister Geoffrey Robertson QC told AIM WA Leadership Summit attendees during his keynote speech.

Good leadership can often be less about someone's personality and know-how, and more about sheer luck.

As Mr Robertson bluntly put it, "it's very easy to be a good leader when you have a product that everyone wants".

"The rise and fall of leaders is often due to the state of the market," he said.

He pointed to two examples of people today considered to be great leaders – Winston Churchill and Nelson Mandela.

**Good leadership can often be less about someone's personality and know-how, and more about sheer luck.**

Mr Robertson questioned whether they would be recognised as great leaders nowadays had the environment they operated in looked different.

"Churchill's inspirational leadership was confined to wartime. When he became leader during peacetime, he was a disaster," he said.

"Of course, Mandela was enormously courageous; he had a marvellous ability to symbolise reunion. But like many great leaders, he failed to groom a good successor."

It is this inability to prepare an heir apparent that has been the downfall of many great leaders, who often spent too long focusing on their own leadership and not examining the bigger picture, according to Mr Robertson.

"It's one test of leadership in corporate governance, as much as politics, to groom a successor," he said.

Mr Robertson's keynote took an unlikely turn when he addressed the following leadership traits that he considered not so great after all.

**Charisma**

Mr Robertson quickly busted the myth that a good leader was charismatic, pointing to a number of cases that showcased the danger of charisma.

"Charisma can induce overconfidence that

can leads to disastrous mistakes," he said.

"An example of that is David Cameron – a good, confident prime minister. He was riding high and was going to squash this faction who wanted to move away from Europe by holding a referendum. He was so confident that it would require a majority.

"Only 37 per cent of the British voted for the Brexit, but that determined the result and David Cameron has never been heard of again."

To laughter from the audience, Mr Robertson shared that one of his favourite leaders was Harry Truman – "a man with a charisma bypass".

The 33rd President of the United States had big shoes to fill, assuming office following the death of Franklin D. Roosevelt, and he did so with little education or experience.

However, today, Truman is considered one of the best presidents in history. Mr Robertson attributed this to his on-the-job learning.

**Intelligence**

Mr Robertson said a fancy degree was not necessary to be a great leader, but "street-wisdom" and a bit of know-how would serve you well.

"Knowing how to capitalise on luck is crucial to leadership success," he said.

He posited that you didn't have to be the smartest person on the block to lead well, but you should know how to take advantage of key opportunities.

Mr Robertson's key example was former Brazilian President Luiz Inácio Lula da Silva, who capitalised on the country's strong

financials to introduce policies at a key time.

"If he did not have the good fortune to have good financial backing, his policies would not have been that successful," Mr Robertson said.

"Lula was able to show leadership that has not been paralleled."

**Loyalty**

Mr Robertson said loyalty to your business or the cause was crucial, but personal loyalties could cause major conflicts of interest.

When Hillary Clinton ran for President of the United States, a case of putting personal loyalty above duty cost her the race.

"She was warned to sever the connection with her personal assistant a year before the election," Mr Robertson said.

"She refused; it was a case of 'over-loyalty', even though she knew the risk.

It was discovered her assistant Huma Abedin was forwarding emails, some of which were classified to Ms Clinton's husband, who was not authorised to see such information.

"Ten days before the election, it was decided to investigate where her emails were going.

"Two days before the election they were found to be harmless, but the damage had been done.

"Her mistake was putting personal loyalty above her duty to lead a campaign, in which democrats all over the world were relying on her leadership. She just shouldn't have taken that risk."



Geoffrey Robertson QC.

The Future of Work

Panel participants:  
Russell Gibbs FAIM – Hawaiian Managing Director and CEO  
Dr Andrew Crane – CBH Group CEO  
Dr Alec O'Connell FAIM – Scotch College Headmaster

Thinking about the future of work brought up a range of different opinions and concerns for this panel, with each member having had a unique work experience to inform their views.

Mr Gibbs pointed to the influence technology had already had on the way we chose to work, and how that may continue to escalate in future.

"Employees are starting to drive decisions around where work gets done, when it gets done and how," he said.

With the rise of co-working spaces and entrepreneurialism, Mr Gibbs said the type of work people were doing had changed, becoming broader and with a greater focus on problem solving and creativity.

It is not just technology driving this change, according to Mr Gibbs, who said the arrival of millennials to the workforce was playing a huge part.

"The biggest driver of change is the behaviour of millennials in the workplace," he said.

"They work very well in groups and this is how they see themselves working

moving forward.

"They've also turned around the interview process. It's not you interviewing them, it's them interviewing you."

Flexible work arrangements and positive environments appear a necessity for this generation, who are likely to live past 90 and will work well beyond current retirement age.

While baby boomers have typically had one career for life, and the generation after them have had three different careers, Mr Gibbs said millennials wouldn't even be thinking one job at a time, but instead have a portfolio of income-producing activities.

Helping this next generation into the workforce, Dr O'Connell used the panel discussion to call for a complete restructure of the current education system.

"We have to re-envision schools if we want to prepare young men and women for the workplace," he said.

"The whole concept of having a system that measures success on a single

metric at the end of Year 12 is a problem for the whole country."

Despite this, students are arriving into the world of work with a wider set of skills than ever thanks to their ability to quickly understand new technologies.

Speaking of technology, artificial intelligence (AI) was a hot topic.

All three panellists believed AI would not spell the end of human jobs.

"AI will bring great opportunity, but it's artificial so it's going to need looking after," Dr Crane said.

Such technology will further blend the boundary between people and data, and raise new questions for businesses, such as what it means for artificial intelligence to negotiate on our behalf.

However, Mr O'Connell believed the world of work would still be filled with people rather than robotics, and education should focus on "on-the-job training".

"We load students up with software, but we don't have time to teach needed skills like creativity and problem-solving."



(L-R) Russell Gibbs FAIM, Dr Andrew Crane and Dr Alec O'Connell FAIM.

The WA Economy

Panel participants:  
Hon Ben Wyatt MLA – WA State Treasurer, Minister for Finance, Energy and Aboriginal Affairs  
John Poynton AO FAIM – Jindalee Partners and SC8 Technologies Chairman  
Samantha Tough – The Asthma Foundation Chief Executive Officer  
John Nicolaou – ACIL Allen Consulting Executive Director WA and NT

The future of Western Australia's economy is looking bright, according to the four panel participants who discussed the state's performance in key sectors such as resources, employment, technology and tourism.

Mr Wyatt said it was an exciting time for WA thanks to wage growth, business investment and low unemployment.

Mr Nicolaou echoed Mr Wyatt's sentiment and said the future was "looking optimistic" thanks to the state's pro-growth attitude.

While the resources sector's glory days aren't anticipated to return soon, the panellists were unanimous in their belief that the industry was bouncing back.

Mr Nicolaou said the sector was looking at investment and further expansion, and the best way to allow this to happen would be for the government to enable growth by providing the right infrastructure, rather than interfering with operations.

Mr Wyatt pointed to the rise in lithium demand as an opportunity for local workers.

"A lot has happened very quickly in the lithium space. It requires a high-skilled workforce that we can deliver," he said.

New technology in this space is also expected to create more jobs, as industries are built around the new offerings.

Ms Tough put the spotlight on

the Clean Energy Finance Corporation, which invested \$2 billion in FY17 into developing clean energies – a space she said "will assist in the regional development of resources".

WA tourism was also a hot topic, introduced by Mr Poynton, who is also on the board of Crown Perth.

"Whatever we can do to get people passing through Perth and the great opportunities we have needs to be facilitated in government," he said.

"We haven't treated tourism as seriously as we should," Mr Wyatt admitted.



Ben Wyatt (left) with John Poynton AO FAIM.



## Shark in the room

What do you call yourself when you're the only staff member of a very new start-up? Some might say overly optimistic.

But Naomi Simson, the founder of multi-million dollar online retailer RedBalloon, made sure people knew she was the CEO – Chief Experience Officer, that is.

The cheeky play on words is a tribute to the company's aim to sell experiences rather than material objects.

Instantly recognisable for her iconic red outfits, Ms Simson – also an author and TV personality – shared a wealth of knowledge from her inspirational entrepreneurial journey at AIM WA's Leadership Summit in October.

She told the room entrepreneurship was originally a plan to spend more time with her young children, but found herself laughing off her ignorance about the time commitment she had no idea it required.

Due to the difficult nature of beginning a start-up, Ms Simson said it was important those on the journey had both passion and executive skills.

"In business we get caught up in what we do and forget why we do it," she said.

"What I love about start-ups is the raw passion.

"However, some people have the passion but not necessarily the ability to execute."

Armed with \$25,000 in 2001 and a relatively young platform known as the internet, Ms Simson set about enlisting help to generate a website.

After giving over all the money to start her business, she received in return a barely functional site that became a case study on what not to do in university computer science classes.

With no customers coming knocking for the first few months, Ms Simson was forced to try other strategies to stay afloat.

"I got so desperate I would tie red balloons around my briefcase and walk through Martin Place in Sydney, hoping someone would see the URL. Hope is not a strategy, it doesn't work," she said.

Eventually the first customer came, followed by a few more. Gradually the business picked up, generating 300 customers a month, then 300 a week and eventually, after 10 years, RedBalloon reached one million customers served.

The journey between those hopeful, and at times desperate, beginnings to success taught Ms Simson some valuable lessons on how to both lead herself and her staff.

***Ms Simson said it was important for businesses to draw the distinction between leaders and managers.***

And, because she vowed to never stop learning, Ms Simson has become something of a font of knowledge and experience.

"I was muddying my way through, but one thing I had to keep investing in was myself – my own education, learning and experience," she said.

Pretty soon it became clear RedBalloon needed a clearer hierarchy, not only to scale the business but also to manage the ballooning number of employees.

Ms Simson said it was important for businesses to draw the distinction between leaders and managers, and to realise both were needed in a successful operation.

"Leaders unite everybody to the cause; managers nurture uniqueness of individuals for the good of the cause," she said.

"We need nurturers; we need to challenge people to be the greatest version of themselves."

Ms Simson said disengagement at work cost Australia \$70 billion a year, with six workers needed to make up for every one disengaged worker.

"Of those people who love it, about 85 per cent are planning to stay with you in the next 12 months, and they will promote your goods and services," she said.

"Of the disengaged people, 26 per cent are planning to spend their whole career with you. I say set them free; go work for the competition."

Ms Simson said leaders should aim to employ staff who boasted about where they worked, as this would deliver the company with a strong positive reputation in the marketplace.

"Our job as leaders is to support the talent we bring in," she said.

"When people feel like they are a part of something, it doesn't register as work."

Business is always competitive and companies are constantly under pressure to find and retain customers.

So, in an environment constantly threatened by the power of Amazon, how does a business such as RedBalloon stay competitive?

Ms Simson said it was relationships that kept the wheels turning and customers coming back.

"Ultimately we want our customers to love us," she said.

"All customers want is authenticity and transparency.

"Disruption happens to businesses that are purely transactional."

Not to mention, if a business is built strong from the inside with passionate employees all working towards the vision set by their leader, you'd be hard pressed to fail.

Naomi Simson addresses the Leadership Summit attendees.



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# Distinction for the deserved

By Chris Thurmott

The 2017 AIM WA *WestBusiness* Pinnacle Awards once again showcased the excellent leadership of a number of Western Australian companies and the impact they have had on the business community.

**Business Leader of the Year – Adrian Fini OAM**

Presided over by journalist and TV presenter Monika Kos, the awards night was held on Thursday November 2 in front of 500 guests at Crown Perth, with nine awards handed out including the prestigious Business Leader of the Year award, which this year went to FJM Property Director Adrian Fini OAM.

Mr Fini was chosen as the winner of the award following decades of dedication to transforming the shape of Western Australia, after being named Western Australian of the Year in 2016 and honoured with an Order of Australia for his service to the arts in 2014.

Since joining the family property development business in 1977, Mr Fini has overseen the creation and transformation of some iconic buildings in Perth, and his influence shows no signs of slowing.

Upon collecting his award, Mr Fini spoke of his pride in Perth, saying it was a stunning city which would change dramatically in the coming years.

“The city within the next five to 10 years will change the most it has in my lifetime,” he said.

“You can see all of the pieces being put together at the moment.”

Among those pieces are a number of projects Mr Fini himself has spearheaded, such as a 50-storey apartment tower at Elizabeth Quay and stage 1A of the Murdoch Health and Knowledge Precinct, which will include the state’s first medi-hotel.

Another project Mr Fini has recently launched is the Historic Heart Project, which is set to reinvigorate Perth’s east end from Barrack Street to The Perth Mint.

In addition to his influence over the construction industry, Mr Fini was one of the founders of Little Creatures Brewing, chairs the Art Gallery of Western Australia Foundation and serves on the boards of the UWA Business School and the Perth Festival. Mr Fini’s \$10,000 prize donation went to

The Snowdome Foundation, a blood cancer research charity.

**Customer Service Excellence – Hollywood Private Hospital**

Commitment to providing the highest quality care and services to its patients and their families was a key element in Hollywood Private Hospital picking up the Customer Service Excellence award, according to Hollywood Chief Executive Officer Peter Mott FAIM.

“This award is testament to that commitment and to the Ramsay Health Care philosophy of ‘people caring for people’, which is at the core of everything we do and is what makes Hollywood such a special place,” Mr Mott said.

As part of its customer-centric mentality, Hollywood has introduced a number of initiatives to ensure staff are engaged and motivated to deliver superior service to patients.

**This award is testament to the Ramsey Health Care philosophy of ‘people caring for people’ which is at the core of everything we do. Peter Mott FAIM**

The hospital has also introduced a variety of measures to encourage two-way patient communication, helping enhance the quality of their hospital stay.

Mr Mott said the prestigious award would further enhance Hollywood’s reputation among the Western Australian community as a leading provider of healthcare.

“In addition to the recognition we provide our employees, doctors and volunteers, this industry award independently acknowledges the outstanding care and services they provide to our patients and their families,” he said.

Hollywood Private Hospital’s \$10,000 donation went to Youth Focus, an independent not-for-profit working to stop youth suicide.

**Green Business Excellence – Hanson Construction Materials and Kings Park and Botanic Garden**

Working together, as they have done for the past 23 years to improve the survival rates of species in the environments they work in, Hanson Construction Materials and Kings

Park and Botanic Garden were presented with the Green Business Excellence award.

Hanson Construction Materials Development Manager Vern Newton said the Pinnacle Awards were an excellent platform to recognise best practice within the Western Australian business sector, and was pleasantly surprised to have won the award.

“I believe Hanson and Kings Park were awarded the Green Business award for the innovative approach that has been undertaken in dealing with restoring disturbed landscapes and providing a key reference document to other companies, scientists and the community, so that better restoration and environmental outcomes occur in the future across the state,” he said.

The \$10,000 donation went to Kanyana Wildlife Rehabilitation Centre, as Mr Newton said it was hard to look past the efforts the centre undertook in rehabilitating up to 30 injured animals a day throughout WA.

**Workplace Diversity Excellence – Bankwest**

A unity program for LGBTI staff and an autism internship program are among a host of initiatives promoting diversity and inclusion at Bankwest.

These, along with a groundbreaking working from home program and a diversity in leadership ethos, were among the reasons the company was awarded with the Workplace Diversity Excellence award.

“Our submission showcased a range of diversity and inclusion initiatives Bankwest has implemented, including improvements in gender equity, support for action against domestic violence, uptake of flexible working arrangements and LGBTI inclusion,” Bankwest General Manager Human Resources Anna Cassie said.

“This award will empower our people to continue to bring their whole selves to work each day, knowing Bankwest is committed to its goal of fostering a diverse workforce and building an inclusive culture which harnesses the value of differences.”

The recipient of Bankwest’s \$10,000 donation, The Pinnacle Foundation, provides scholarships and mentoring to LGBTI students who are marginalised or disadvantaged, and helps them achieve their full potential irrespective of career path.



Hon. Melissa Parke and Warwick Hemsley.



Nev Power, Fortescue Metals Group, Adrian Fini OAM, FJM Property.



Sally Bradbrook AFAIM, Horizon Power, Brett McCarthy, Seven West Media.



The Wesfarmers team with their award.



Master of ceremonies Monika Kos presents Adrian Fini OAM with his award for WA Business Leader of the Year.

Images: The West Australian.



Back row (L-R): Andrew Pascoe, West Australian Opera, Adrian Fini OAM, FJM Property, Brett McCarthy, Seven West Media, Peter Williams, RAC WA, Pat Walker FAIM, RAC WA, Paul Higginbotham, Earbus Foundation of Western Australia, Jason Stevens, Kings Park and Botanic Garden. Front row (L-R): Ben Nguyen, Wesfarmers, Annie Palmer, Hollywood Private Hospital, Emeritus Professor Gary Martin FAIM, AIM WA, Anna Cassie, Bankwest, Sally Bradbrook AFAIM, Horizon Power, Vern Newton, Hanson Construction Materials.

AWARD CATEGORY	2017 WINNER	PRIZE MONEY DONATION
WA Business Leader of the Year	Adrian Fini, FJM Property	The Snowdome Foundation
Corporate Social Responsibility Excellence	Wesfarmers Limited	West Australian Opera
Customer Service Excellence	Hollywood Private Hospital	Youth Focus
Emerging Business Excellence	Earbus Foundation of Western Australia	Starlight Children’s Foundation
Green Business Excellence	Hanson Construction Materials and Kings Park and Botanic Garden	Kanyana Wildlife Rehabilitation Centre
Human Resource Management Excellence	Horizon Power	Ronald McDonald House
Innovation Excellence	RAC WA	St John Ambulance
Marketing Excellence	RAC WA	St John Ambulance
Workplace Diversity Excellence	Bankwest	The Pinnacle Foundation



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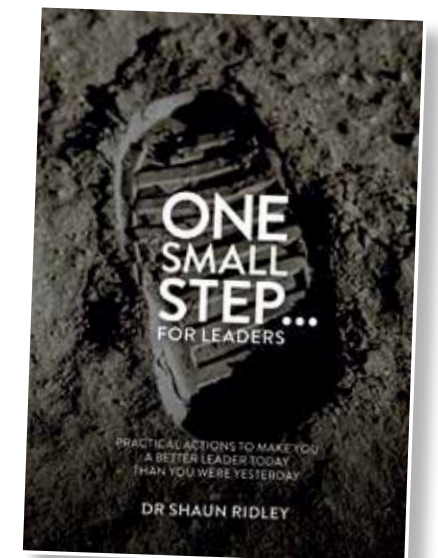
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AN EXCERPT FROM *ONE SMALL STEP...FOR LEADERS*

BY DR SHAUN RIDLEY FAIM



An underappreciated aspect of the leadership role is described in the theory as 'interpersonal distance'. Essentially this means the leader needs to be close to their staff, but not too close. Finding the correct distance can influence how staff perceive the leader, how easily the leader can tackle difficult staffing decisions and how the leader can build a positive relationship with individual members of their team.

One example where the challenge of interpersonal distance is most obvious is when someone gets promoted from within the team to take on a management or supervisory role of the same team. The person moves from being 'one of us' to 'one of them'. When promoted in these circumstances, some people try to maintain the same type of relationship with their former peers that they had prior to the promotion. They argue that this is authentic, true to the relationship and nothing should have changed. In reality, the power, authority and influence levels have changed, even though the individuals are the same. This changes the relationship whether you like it or not. Others who get promoted go to the opposite extreme, abandon the previous relationship completely and adopt an aloof, remote position. This is also problematic because the staff sense a superiority or arrogance, just because their former colleague got promoted. They feel let down, even resentful about the lost relationship and the new status of their former work peer.

Another reason for thinking carefully about this issue is the increasing

incidence of legal action related to equal employment opportunity, harassment and bullying in the workplace. Leaders can be compromised in social situations or, at least, have difficulty defending themselves if their relationships with staff are too close, too frequent or extend well beyond the workplace.

**Choose your social engagements carefully. Avoid regular events that commit you to the same, select group of people.**

Balance is the key to developing positive work relationships. London Business School Professors Rob Goffee and Gareth Jones recommend leaders develop the skill of making selective personal disclosures that make the leader seem more human and a little vulnerable, whilst at the same time not opening up their entire life story or exposing mission critical weaknesses. Relationships can be built on the back of shared interests or simply knowing someone a little more deeply.

Leaders who have these positive relationships with their staff are frequently invited to join in social activities during and outside work time. These events can be additional opportunities to build rapport and positive relationships, but they should be accepted selectively because of the possible implications for the work role. For

example, if you regularly join a particular group of staff for Friday night drinks and/or play in the same sporting team, you risk criticism from a number of levels. Other staff who are not in the team or do not join in the social events may feel isolated or less favoured than those in the team. Similarly, if you need to reprimand a staff member for poor performance at work, it is likely to be much more difficult if you have a regular social connection with the same person out of work.

### **ONE SMALL STEP – IN THE NEXT 24 HOURS**

Look for opportunities to build your relationship with all staff. Consider how you can engage with each person, one-on-one, by sharing a little of yourself.

Choose your social engagements involving staff carefully. Avoid regular events that commit you to being with the same, select group of people for a particular activity. For example, the company softball team may benefit enormously from your talents, but joining this team means you will need to spend the next 10 Saturdays with the same group of people. Consider which social activities are coming up in the near future that enable you to be with the most people in a relaxed environment that does not compromise your leadership role within the organisation. You might decide to say yes to the one-off 10-pin bowling function with 100 other staff but offer a polite decline to the private bucks night.

*The leader needs to be close to their staff, but not too close.*



Inspirational Leader Series

Centred around the theme of “we can’t change the cards we are dealt in life, but we can choose how we play them,” RAC WA Group Chief Executive Officer Terry Agnew FAIM treated AIM WA members to insight into his personal story on September 12. Touching on inspiring figures of leadership throughout history and drawing from personal experiences, Mr Agnew spoke of his personal development, encounters and journey into leadership and discussed the objective of RAC WA to consistently move WA forward to have better, safer roads.



Darren Lomman, St Catherine’s College, Louisa Davis AIMM, Matt Selby AIMM, Hawaiian, Claire Omodei AIMM, AIM WA.

Professional Development Sundowner – Design Thinking

AIM WA+UWA Business School Executive Education Senior Management Consultant Dee Roche FAIM treated AIM WA members to an interactive session on the art of design thinking. During the Professional Development Sundowner event, Mrs Roche spoke of the principles and essential components of design thinking and later involved all participants in a hands-on design thinking exercise to work out how AIM WA can further leverage and share the wisdom, knowledge and experience of its members for the benefit of the whole membership community.



Kelly Townson, Hatchd Digital, Suzanne Goodman FAIM, 9 Dragons Coaching and Training, Angie Ranson, St Hilda’s Anglican School for Girls.



Andrew Jaunzems and Mike Gill, Rio Tinto Exploration.



Sue Potter and Rebecca Crisp, City of Wanneroo.



Brian Hammond AFAIM, AIM WA, Terry Agnew FAIM, RAC WA.



Nicole Massimini, Daniel Seawright and Cheryl Kirwin AFAIM, RAC WA.

**Your Best Self Series**

AIM WA’s Your Best Self Series delved into the science behind sleep and the important role it plays. The Sleep Better seminar was presented by People Diagnostix Managing Director Jason van Schie to a packed audience.



Jodie Hansen AIMM, Western Power, Deborah Gordon AFAIM, Bladder and Bowel Health Australia, Gillian Swindells AIMM, First 5 Minutes, Caroline Crosbie, CCC Consulting.



People Diagnostix Managing Director Jason van Schie presents the Sleep Better seminar for AIM WA’s Your Best Self Series.

Elle Murray and Sylvana Philpott, Disability Services Commission, Brett Waterman and Angela Samulkiewicz, Western United Financial Services WA, Courtney Annen, Disability Service Commission.



Annual Leadership Summit

Hundreds of delegates gathered at the Hyatt Regency on October 25 to hear key leadership lessons from notable industry figures at AIM WA’s fourth Annual Leadership Summit.

Among the many speakers were four admired keynotes; Red Balloon Founding Director Naomi Simson, former Wesfarmers Managing Director and CEO Richard Goyder AO FAIM, journalist and author Jennifer Byrne and broadcaster and human rights barrister Geoffrey Robertson QC.



TV presenter Tina Altieri was master of ceremonies for AIM WA’s Annual Leadership Summit.



Geoff Glass FAIM, Colin Cameron, City of South Perth.



Christine Canny AFAIM, Western Australia Police Academy.



Rod Delpach, BHP Billiton Iron Ore.

Professional Development Sundowner – AI and Strategy

Barrington Group Founder John Barrington FAIM both informed and cautioned a packed out audience at a complimentary sundowner, exclusively for AIM WA Associate Fellows and Fellows. This event looked at the rise of artificial intelligence and how we can use this ingeniously smart technology to improve business strategy. Mr Barrington spoke about how numerous science-fiction films that are actually become reality and what the future might look like with the assistance of AI.



Peter McCafferty AFAIM, ChemCentre, Eva Skira FAIM.



Phillip Young AFAIM, Cloud Imagery, David Black FAIM, Growth in Focus.



Lisa McCarthy AFAIM, IRDI Legal, Chris Perryer AFAIM, University of Western Australia, Janis Sawyer AFAIM, Janela Financial Services.



Kevin Smith FAIM, KRARR, Brett Clarke AFAIM, Empower: Enterprise & Technology, Bob Jacobs AFAIM, Auxilium Partners.



Tanya Kay AFAIM, Kott Gunning Lawyers, Peter Ormond AFAIM, Landgate, Louise Kelly AFAIM, Louise Kelly Consulting.



# ON THE RIGHT TRACK

By Rhys Graeme-Drury

Heading into the final stint of his high school education, 17-year-old Calan Williams' head is filled with all the concerns one would expect of a regular adolescent; but it's fair to say Mr Williams is no ordinary teenager.

On top of his schooling, Mr Williams spends his weekends belted into an open-wheel Formula 3 (F3) car, racing around some of Australia's fastest circuits and walking away with an armful of trophies.

His interest in motorsport sparked as early as age six, and Mr Williams' junior career credentials are not to be baulked at; in just two seasons of open-wheel racing, Mr Williams has collected a raft of pole positions and race wins, not to mention setting the outright lap record around Morgan Park Raceway in Queensland in his debut F3 race.

A few months later and Mr Williams is celebrating championship success, winning the Australian Formula 3 Premier series in his first season with a clean sweep of wins at Phillip Island and Queensland Raceway.

Taking time out of his busy schedule to chat to *Leader*, Mr Williams wasn't fazed by the prospect of switching to racing full-time in 2018 in the slightest, instead heralding the opportunity to move to Europe and compete on some of the most famous racing circuits in the world.

"I certainly won't complain that's for sure – full-time study to full-time racing, I'll take that any day of the week," Mr Williams said.

"The Euroformula Open Championship is a key stepping stone. I won't have the stress of school but a lot of hard work will be going into training and forging connections."

It is this focus on networking that dominates Mr Williams' discussion with *Leader*. Having set himself the ambitious goal of competing in the Formula 1 (F1) World Championship by 2021, Mr Williams has a lot of ground to cover if he is to crack the big time.

F1 – the pinnacle of motorsport and an exclusive category to break into – has developed a reputation for passing over

talented youngsters in favour of those with lucrative sponsors and rich bloodlines.

Mr Williams and his supportive family – father Greg and grandfather Ken – are in the midst of this, working hard to garner sponsorship and the investment support required to reach his ongoing racing budget.

Mr Williams is adamant the leadership qualities he has learnt throughout his junior career will stand him in good stead as he climbs up the motorsport ladder to the competitive European F3 Championship, a series which has established itself as an effective staging ground for young drivers looking to make their start in F1. France's Esteban Ocon and Canada's Lance Stroll have both made the leap from F3 to F1 in the last 18 months.

"Everyone in F3 is a good driver; it's going to be really difficult to get an edge over someone just by driving," Mr Williams said.

"The real edge comes through people skills, collecting sponsors and displaying that commitment. A lot of the work will be off the track.

"Your actual driving ability is a lot less than people think; obviously you have to be able to drive and race but that doesn't matter if you can't build connections. That's how you get sponsorship – without backing from other people, you get nowhere in motorsport."

## Leading the pack

Citing Perth's own Daniel Ricciardo as a key inspiration – "not only an awesome driver but an awesome personality as well" – Mr Williams said maturity, self-discipline and providing clear, concise feedback to his engineers were three traits he felt were essential to success.

"A racing driver is often the face of the team; they need to be responsible with

that role and represent the team in a good light," he said.

"If they do something stupid in public, that affects the way people will see the team and its sponsors.

"Being able to relay information and provide feedback on the handling of the car is also key.

"As much as the race is decided on the track, it is also decided off the track through car set-ups.

"If you can't tell the team what the car is doing, they aren't going to get anything out of you."

It is this latter attribute which Mr Williams has refined so quickly during his

relatively short career, having already assumed a coaching role within his team. Through the use of on-board cameras, Mr Williams is able to review footage and provide advice to newer drivers, helping them hone their racecraft.

"I've spent a lot of time working with our data engineer to get my head around telemetry and how it affects the car," Mr Williams said.

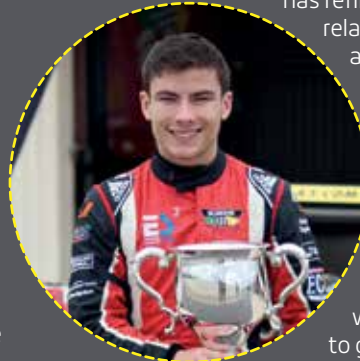
"There are four key signs of driving talent; you have to be quick, consistent, smooth and good in the wet.

"It all comes from technique; the good drivers are those who have developed the ability to do the same thing lap after lap.

"There's no good being fast if you can't keep it up. It's very systematic and you sort of build up a rhythm, like a choreographed dance. You can teach yourself a routine through that.

"The real skill is finding the perfect balance of both speed and consistency."

If you would like to support Calan Williams, contact [jillandken@bigpond.com](mailto:jillandken@bigpond.com).



Calan Williams during round six of the 2017 Australian F3 series at Wakefield Park in New South Wales.



Kirsten Rudgeley representing Western Australia in 2017 the Interstate Series played at Royal Fremantle Golf Course.

Picture: GolfWA.

By Sandra Argese

## A high school student and national golfing champion, Kirsten Rudgeley holds quite a resume for someone so young.

At just 16 years of age, Miss Rudgeley's golfing career is one to talk about, with achievements aplenty in her short sporting life. From humble beginnings in England, Miss Rudgeley was barely three years old when she first held a golf club. She started to actively pursue the sport aged seven.

"I was taught to play in England by my dad," Miss Rudgeley told *Leader*.

"My brother and dad played, so I ventured out onto the golf course to join them and began to really enjoy it. I started playing every day."

The family's move to Western Australia proved a huge loss for England but a big win for Australia.

First hitting the course as a competitor in the nine-hole MyGolf National Junior Program tournaments with GolfWA, Miss Rudgeley soon moved onto bigger tournaments across the state, before teeing off as an individual competitor in tournaments nationwide.

While rounding out her final year of high school in 2017 means a swift change from the five-day schooling week, Miss Rudgeley's committed schedule, which has always encompassed daily after-school golf practice and weekly coaching, is set to grow as the drive to excel and evolve underlines every swing of her club.

"I attend my gym twice a week to improve breathing techniques and strengthen key golf muscles that improve my game," Miss Rudgeley said.

If you ask the teenager how she feels about being on the golfing green, Miss Rudgeley will tell you it is just like a second home.

"The passion and love I have for the sport has

grown over the years," she said.

"This is why I practice all the time, because it's fun and I enjoy it.

"Mum always tells me to 'practice like you've never won and win like you've never lost'.

"My dad's words of wisdom are always 'be patient – it's a marathon, not a sprint'."

Miss Rudgeley's swag of accolades include 2017 Women's Amateur Championships of WA champion, 2016 Drummond Golf Junior Amateur Champion of WA winner and 2016 School Sport Australia National Stroke Play champion. Her most recent achievement, the Ivie Temperley Award, was awarded after she averaged 71 over 15 rounds at WA amateur events.

Yet, just like many golfers, the journey to above par success wasn't without its struggles, with Miss Rudgeley's long game initially needing some work to enable her to flight the ball properly.

While encountering success competing nationally in both stroke play and match play formats, Miss Rudgeley isn't without her bad days.

However, she said that didn't stop her from working to identify her faults and fixing them with the help and support of her coach Duncan Kegg of Mount Lawley Golf Club.

"For five years, Duncan has corrected me and adjusted various techniques, such as my grip and swing, to improve my game all the time. While this can take some adjusting to, in the end the results show in the way I play," Miss Rudgeley said.

Representing Western Australia as part of the state women's team in 2017 and the junior girls' team in 2015 and 2016, Miss

Rudgeley said there was an art to golf beyond the physical technique.

"Golf is a very frustrating sport, but with patience, commitment and self-belief you can achieve anything," she said.

"When you win tournaments, it's important to be humble as it's not going to happen all the time, so be thankful to those who have helped you on the way and do not let it go to your head."

Success, winnings and physical training aside, Miss Rudgeley said she had always channelled the composure and emotional approach of American professional golfer Rickie Fowler.

"His personality on the golf course is much like mine," she said.

"It doesn't really bother him if he has a bad hole; his personality is very relaxed. He is someone I look up to."

Often described as one of the hardest sports in the world, commanding the body to replicate the desired swing isn't as easy as it looks. In fact, Miss Rudgeley said even the top professionals rarely had a perfect game.

"It is quite an independent game," she said.

"It is down to you to play the right shot. If you make a mistake, it is all down to you. At the end of it all, it is your hard work that pays off and that is why I love it."

Crediting the help, guidance and support of a network of people – her parents, brother Ben, GolfWA, AIM WA, Titleist, Wanneroo Golf Club, Mount Lawley Golf Club, coach Duncan and Mount Lawley Golf Club Junior Coordinator Susan Thompson – Miss Rudgeley's resilient approach is buoyed by an undying passion for golf that continues to grow every day, as she hopes to lead and inspire others to do the same.

"I hope to go on one of the main specialised tours, become a professional golfer and truly experience some of the best golf courses in the world. I want to meet different players and play alongside quality golfers," Miss Rudgeley said.

"I'm constantly pushing myself to keep trying to win.

"If I work as I am now, keep pushing and work with the right people, I will get better.

"I think if you work hard, realise it doesn't always work out well on the day but practice harder, your day will come."

Miss Rudgeley is embarking on a trip around the United Kingdom and Europe in 2018, which opens up the opportunity to play at some prestigious courses such as St Andrews in Scotland and Birkdale and Wentworth in England. A trip to Spain to play at Alicante is also on the cards.

If you would like to support Kirsten Rudgeley, contact [therudgeleys@aapt.net.au](mailto:therudgeleys@aapt.net.au).



# Strong regulators vital for MARKET CONFIDENCE

By Jindalee Partners Chairman John Poynton AO FAIM

It's been a frustrating few years for Western Australians. With rising unemployment and falling house prices, the heady days of the iron ore boom seem like a distant memory.

Australia's two-speed economy has turned 180 degrees and now it's about the overheated real estate market in Melbourne and Sydney and not about the price of a coffee in the west.

With the benefit of hindsight, it is clear to see why WA fell so hard. The resources construction phase, with its huge capex multiplier effect, ended just as metal and energy prices fell.

Without a manufacturing base or strong support from tourism, education or financial services, the WA economy was exposed.

Add dramatic increases in State Government debt and steep falls in GST receipts, and the impact was magnified.

As the boom ended a few years ago, the canaries in the coal mine were those in mining services; the engineers, drilling contractors, geologists and assay laboratories.

To discover what was really happening in the economy, all you needed to do was spend time with someone who had just lost their highly paid job.

With 2.58 million energetic people sharing 2.65 million sqkm rich in minerals and energy, it doesn't take much for things to turn for the better.

As it was on the way down, sentiment in the mining services sector is still the leading indicator to watch, and it's predicting a much more buoyant future.

Why? Well, iron ore miners have become super efficient and are generating substantial cash flows at US\$60 per tonne.

Gold miners are also becoming highly profitable at US\$1300 per ounce. Copper producers are doing just fine at US\$3.10 per pound and WA is rich in in-demand battery metals such as cobalt, lithium and graphite.

Try to book a drilling rig or employ a geologist.

The green shoots started appearing midway through 2016, around the time the metals markets bottomed.

Since then sentiment has continued to improve, and investors have been piling in.

Huge rises on NASDAQ have had a flow-on effect here in our fledgling tech space. As share prices have climbed sharply, boards have moved quickly to raise cash to fund new production, exploration and research.

All of this is happening when the lagging indicators like house prices, car sales and hotel room rates are still depressed.

As more people chase capital gains from the stock market, the temptation to exploit the exuberance of unsophisticated investors has also increased.

There are already too many examples of directors and management obtaining substantial financial rewards from companies before they have added value.

**IF PARTICIPANTS  
OBSERVE RULES CAN  
BE BROKEN WITH  
IMPUNITY, THEY WILL  
INVEST ELSEWHERE.**

These include salaries and fees which are unreasonably high, the granting of options which are 'in the money' at the time of issuance, the granting of options and performance rights with no performance hurdles, and travel and hospitality expenses inappropriate for the scale of the business.

Past excesses of this type led to a regulatory response, and the Corporations Act and ASX Listing Rules exist to guide behaviour and to penalise breaches.

Since 1998, the Australian Securities and Investments Commission, or ASIC, has been responsible for enforcing the Corporations Act. Its core aims are promoting investor and consumer trust and ensuring fair and efficient markets.

In its 2016/17 annual report, ASIC outlined some of its key achievements; 20 criminal actions resulting in 13 people being jailed, \$5.2 million in civil penalties, 51 people disqualified from directing companies, 16 enforceable undertakings and 208 people and companies banned from providing financial services.

For an organisation with a 2017/18 budget of \$600 million, those achievements seem somewhat underwhelming.



John Poynton AO FAIM.

As it turns out, much of ASIC's enforcement budget in the past year has been expended on its Bank Bill Swap Rate (BBSW) rigging case against three of our largest banks.

That has led many seasoned market participants to be highly critical of the lack of 'boots on the ground' when it comes to surveillance and enforcement.

There is also a perception ASIC turns a blind eye to even quite blatant cases of corporate wrongdoing, either through a lack of resources or a lack of resolve.

If participants observe rules can be broken with impunity, they will withdraw their capital and invest elsewhere. Market participants also rely on people doing the 'right thing'.

Directors are expected to maintain the highest ethical standards, to act in the best interest of all shareholders and to avoid conflicts at all times.

AIM WA encourages its members to set and follow these high standards and to call out aberrant behaviour whenever it is observed.

Peer pressure can be a potent weapon. ASIC's partner in market regulation, ASX, uses sophisticated algorithms in its real-time surveillance of electronic trading and has identified many cases of market manipulation over the years.

Most traders know attempts to 'rig' markets are now relatively easily observed and as a result, examples are quite rare.

As we emerge from a prolonged period of weak economic activity and depressed markets, it is timely to remind directors and managers about the importance of good governance.

People in positions of trust should always put shareholders' interests first and call out those who don't.

Likewise, ASIC and ASX should ensure their surveillance and enforcement activities are well resourced and provide a sufficient deterrent to bad behaviour. Efficient and fair markets attract capital. Capital creates investment and jobs.

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\* Source: Australian Government, Labour Market Information Portal, 2017



# HOLDING ALL THE ACES

By Sandra Argese

Little more than tracks designed for horses and carts dotted Western Australia's road network in the early 20th century. At the end of the First World War in 1918 there were 2538 vehicles on WA roads, a number that soared to 25,270 less than a decade later in 1927. By 1936 there were more than 56,500 motor vehicles in WA.

The call for a local organisation to facilitate safer roads first came in 1905 when an avid group of motoring enthusiasts formed an automobile club. Its objectives included signposting roads, encouraging local authorities to improve road surfaces, pushing for lower driving speeds and creating maps to aid motorists.

Over a century and 950,000 members later, the Royal Automobile Club of WA (RAC WA) has become an integral thread in the fabric of WA, with its business spanning motoring, insurance, finance, travel, tourism, resorts, retirement and home services.

WA is now home to 20 per cent of all roads in Australia and 2.6 million light vehicles, which amounts to approximately one vehicle per person.

Unlike your daily commute, RAC WA's journey doesn't have an end destination, as it continues to grow and adapt to the needs of the community.

Over 1000 employees stand behind the trusted name and alongside RAC WA Group Chief Executive Officer Terry Agnew FAIM since his appointment in August 1998.

Born and raised in rural South Australia, Mr Agnew said education was an important part of his upbringing – a passion fostered by his school teacher father. He studied an engineering degree at The University of Adelaide before entering the professional workforce.

Proceeding to explore an eclectic range of executive roles across private and public companies, member organisations



and government organisations, including positions at the Insurance Commission of WA, the West Coast Eagles Football Club, CEOs for Gender Equity, the Australian Institute of Company Directors and the Australian Institute of Engineers, as well as a past President of AIM WA, Mr Agnew's journey is one defined by a desire to learn, grow and be inspired, something he likens to a deck of cards.

Mr Agnew said he believed you couldn't influence the cards you were dealt in life, but could control how you played them.

*In any leadership situation, no matter what it is, you need to be energetic, and sometimes that can be hard. You need to be an optimist, but not a blind optimist.*

As the leader of a 112-year-old organisation, Mr Agnew said his role was about supporting, motivating and enlisting a group of people to be instrumental on the journey towards success.

"We want to ensure we're making a difference and ensure RAC WA is providing leadership in WA," he said.

"We want to make WA a better place."

## DEALING WITH A BAD HAND

Speaking at an AIM WA Inspirational Leader Series breakfast, Mr Agnew said while success precipitated significant reward, it wasn't always straightforward.

"In 1987 I was made redundant – my third child was only six months old," he said.

"We had to get on with it. In our working lives there will be times when we've missed a target, a project has failed, is late or has overrun. How do you use that and what do you learn from it? How do you take yourself up from the next level?"

"Whenever I'm fronting something, whether it be a board position or other jobs, I can say OK, I didn't do well here – how do I change that

and do better next time?"

"You only learn by making mistakes. You only learn to walk by falling over. You only learn to ride your bike by falling off."

"Commit to this lifetime of continual learning because your initial qualification is just the ticket to the game."

Mr Agnew cited an unsuccessful job interview as one of his many learning experiences.

"I remember I bombed an interview a bit over 20 years ago," he said.

"The partner of the search firm gave me some fair and objective feedback. I then took that on-board and have used it ever since."

"There will always be stuff coming through, the good and bad. You have to be able to reconcile that and use it to improve. Keep learning and growing, and if you don't want to do that, don't ask the question."

## COMING UP TRUMPS

August 2016 saw an Australian first hit the streets of South Perth in the form of the RAC WA Intellibus, an innovative mode of transportation that explores the possibilities of driverless vehicle technology.

Since then more than 3400 people have ridden the Intellibus, which has covered over 3300km in its travels. A roadmap of changes are on the horizon to enable this technology to become a naturalised part of WA's transport system in the future.

RAC WA also continues its sponsorship of two rescue helicopters, managed by the Department of Fire and Emergency Services. Over 5500 missions have been flown and hundreds of lives have been saved.

Mr Agnew said the organisation was driven to make WA a safer place to be.

"If Western Australia's road safety record was simply average, we would save 50 lives a year, just by being average," Mr Agnew said.

"That motivates us to get out there and lobby, champion, push and shove to get change to save those 50 lives a year."

This is the thinking behind RAC WA's Elephant in the Wheatbelt campaign, which continues to shed light on the ongoing implications of road trauma in regional WA, where more than 60 per cent of WA's road fatalities tragically occurred in 2016.

At the last state election RAC WA adopted the slogan 'Give Me Time,' which was all about giving time back to the average Western Australian by lowering congestion on the roads.

Mr Agnew said RAC WA was motivated to make WA better through its campaigns and programs.

"At the moment congestion is robbing people of personal time with their families. What can we do to change that?" he said.

"We look at environmental sustainability and how Australia has to eventually get on the bus in terms of lowering greenhouse gas emissions. How can RAC WA have an impact on that, for the better of WA?"

This desire to innovative and improve is what drives RAC WA's investment in an electric highway, a mode of safe, sustainable and efficient travel intended to reduce carbon dioxide emissions from cars.

This will feature in 12 locations in Perth and the South West, with publicly accessible and fast-charging electric vehicle stations.

In an ever-changing world, where reducing emissions and lessening our environmental footprint is more important than ever, how does a leader deal with ambiguity on the road ahead?

"In any leadership situation, no matter what it is, you need to be energetic, and sometimes that can be hard," Mr Agnew said.

"You need to be an optimist, but not a blind optimist. You need to see there is some way of getting through a big challenge."

"People have got to see success and the light at the end of the tunnel, and it's the leader's role to make sure they see that. It's got to be realistic, but someone has got to lead people and let them see there's a future."

"You will not be a successful leader if you don't have trust and integrity. If you've got that, it's almost a ticket to the game. If not, don't bother."

"I encourage people to choose the employer they work for, to choose to demonstrate leadership in whatever role they're in and to play the deck of cards they've been dealt."



Terry Agnew FAIM.

Images: The West Australian.



# Leading for the FRONTLINE

By Cassie Gunthorpe

The strength of the Western Australian Police Force runs much deeper than those bravely standing on the frontline.

There are also those away from the public eye who, behind closed doors, are serving a role equally as important.

Instead of policing the streets, their job is to implement effective and consistent processes to support the WA Police Force.

This is no mean feat, with 158 police stations spanning 11 diverse districts across the largest single police jurisdiction in the world.

One of the leaders behind the scenes, WA Police Force Strategic Planning and Performance Analyst Alan Fairhead AFAM spoke with *Leader* about the challenges and successes of working in the dynamic public sector.

"There are a multitude of complex and multifaceted societal issues that impact greatly on the agency," Mr Fairhead said.

"Particularly in relation to indigenous disadvantage, mental health, family violence and drug and alcohol abuse."

Mr Fairhead said addressing these problems required a collaborative approach, agreeing with the view of former WA Police Commissioner Karl O'Callaghan.

"Mr O'Callaghan stated that deploying extra police officers will not address shared societal issues that have the greatest impact on the Western Australian community," Mr Fairhead said.

"Instead it requires significant police effort

combined with the expertise of other government, non-government and not-for-profit organisations to all play a significant role in responding to these issues."

In a positive step forward for the Police Force, the State Government introduced a wide-ranging service priority review into the functions, operations and culture of WA's public sector.

"This is a really positive step in addressing these multifaceted societal issues that impact across the wider community and the public purse," Mr Fairhead said.

With his public service tenure spanning over 25 years, Mr Fairhead has played a large part in shaping strategy and agency culture throughout the public sector.

**Train people well enough so they can leave, treat them well enough so they don't – a simple though powerful message for individuals and organisations.**

"I have managed and facilitated the development of several strategies for the WA Police Force, including protective security, road policing, crime prevention and family and domestic violence," he said.

"I was also a founding committee member towards the planning and development of the previous State Government's *Community Safety and Crime Prevention Plan 2010-2013*."

It is clear Mr Fairhead has strong ties with the Police Force, dividing his years across various parts of the agency.

He first stepped in as the HR Policy Manager in 2008 before later transferring to the Strategy and Planning Division where he has dedicated 10 years to shaping and informing strategic direction.

In between he has also taken long-term stints as the Executive Manager and, more recently, as the Assistant Director of Strategy and Planning.

"I have enjoyed working for the WA Police Force," Mr Fairhead said.

"I have been extremely fortunate throughout my career to have met many wonderful and talented people who have

greatly influenced my career and me as a person."

A sheer love for helping the community shone through as he spoke about the many directions his career had taken him in.

"I find real fulfilment in actively helping and supporting our community, and I am always open to future opportunities that deliver on this outcome," he said.

Mr Fairhead said he had faced his fair share of career challenges, from the Police Force, the Department of Racing, Gaming and Liquor and his own personal training business to more recent pursuits such as running for local government council and his biggest and most rewarding challenge – the arrival of his first child, daughter Savannah.

So just how does he juggle all this without burning out?

"I am very fortunate the WA Police Force supports flexible working arrangements," he said.

"Being active also helps. I like to exercise, compete in triathlons, meditate, travel, read and enjoy the occasional glass of shiraz."

Today he has many accomplishments to his name, but it was not without some heartache along the way.

Mr Fairhead's mother passed away at the age of 46, just as he was entering his twenties.

"Through this difficult time, my father demonstrated through his actions and emotions how to deal with tragedy," he said.

Five years later Mr Fairhead himself went through the shock discovery that he needed open heart surgery.

"I have no doubt my parents' unconditional love and support has shaped the values I espouse today; being considerate, empathetic, generous, resilient, committed and loyal," he said.

It is these values that have stuck with Mr Fairhead throughout the course of his career and shaped his leadership style.

"One particular quote that has always resonated with me throughout my career is from Sir Richard Branson," he said.

"He says 'train people well enough so they can leave, treat them well enough so they don't' – a simple though powerful message for individuals and organisations."

## CREATE NEW LEADERS... OUST THE LAGGARDS

By Chris Thurmott

Artificial intelligence (AI) is quite literally all around us. It is in our phones, our homes and has even entered the boardrooms of some extremely forward thinking and, in many respects, brave companies around the world.

It has become a key element in the way we live our lives and, whether you like it or not, its influence on our lives is set to increase at a rapid rate.

As a result of this swift evolution, Barrington Consulting Group Founder John Barrington FAIM said it was only natural companies were seeking to embrace the concept in their business strategies.

"They need to either get on-board with AI and start understanding it or risk missing what is a very fast moving train," he said.

"Organisations and individuals that run from AI or think its application is many years away almost certainly will be left behind.

"AI will change organisational strategy as we know it; it will create new leaders and kill the laggards."

Mr Barrington said a thriving start-up community in Western Australia had embraced AI, making the state something of a world leader on the matter.

"There's more than a dozen firms in Perth already using AI and more planning to do so – we're well progressed down that path as a state," he said.

"Woodside, for example, is the world leader

### 7 QUESTIONS DIRECTORS MUST ASK ABOUT AI

1. What is it?
2. What is our company's perspective on how AI will disrupt our industry?
3. Who are the global leaders in AI in our industry?
4. What relevant global research is being undertaken that we can exploit?
5. What is our plan to understand and develop strategies incorporating AI?
6. Where could AI create the most significant, enduring advantage?
7. What are our customers' fundamental requirements that AI could address?



John Barrington FAIM addresses AIM WA's Professional Development Sundowner in October.

in the oil and gas industry and its use of AI.

"Its AI machines are able to analyse data in a matter of minutes that previously took months."

### WHAT IS AI?

Mr Barrington described AI as a non-biological entity that could observe things in an environment and take action to affect said environment.

"The critical phrase there is take action – AI enables machines to respond on their own; previously programmers had to write all the instructions. Now the machines learn," he said.

The real key to the success of AI is its ability to learn, and rapidly. However, the true ability and learning capacity of AI is yet to be discovered.

An example of this is provided by the creation of AlphaGo by DeepMind, a Google-owned AI lab. Go is a strategy game that has been played for about 3000 years and, despite humans having vast experience with the game, AlphaGo was able to defeat one of the greatest human Go players four games to one in a five-match series.

"The union of human and computer players will usher in a new era," current top Go player Ke Jie said.

As the comment from Mr Ke suggests, this example is not about how AI is becoming better than humans; it is about how humans and AI can work together to create something far greater.

It is the amalgamation of humans and AI, both being used for their strengths, that will produce the greatest success.

"AI has the power to revolutionise business strategy because it is capable of computing things far quicker than any human could, but it needs to be guided by human input," Mr Barrington said.

### IMPLEMENTATION AND RISKS

To assist companies looking to implement AI into their strategies, Mr Barrington has created a model called PRIMER, which puts forward the basic areas businesses need to think about when working with the technology.

## ARTIFICIAL INTELLIGENCE

### PRIMER

**Purpose** – Identify the potential benefits that could come from an AI implementation.

**Resources** – Determine the resources that will be required when using AI.

**Insight** – Scope the ways in which AI can be used to learn about different areas of your business.

**Move** – Exploit AI to drive organisational agility.

**Experiment** – Use AI to swiftly test market scenarios, customer expectations or in-house capabilities.

**Reputation** – Assess the governance and management implications.

One aspect of this model is the resources involved; Mr Barrington said it was relatively cheap and easy to implement AI into a business, but there was one crucial resource that needed to be addressed – time.

"Boards and executives absolutely need to be devoting time to AI right now," he said.

Another key element of the PRIMER model refers to reputation, and this is an area where a significant portion of the time dedicated to AI should be placed.

"As a board, you need to decide where the 'creepy line' in your organisation is. Ethics, in this instance, are profound because although there are many upsides, AI also comes with many risks," Mr Barrington said.

"AI has been described as a far greater threat to humanity than nuclear warfare, so we must remain in control. That's where boards must play a fundamental role in understanding the ethics for their organisation within the current environment.

"There are some substantial risks because the future of AI is a hard one to predict, but as long as humans remain in control, the potential benefits are massive."



WA Police Force Strategic Planning and Performance Analyst Alan Fairhead AFAM.



# Standing on the shoulders of GIANTS

By Sandra Argeese

Centred around the desire to continually drive a culture of innovation in an ever-transforming business world, Rio Tinto's legacy has steadily evolved and grown across almost 150 years.

As Rio Tinto Iron Ore Chief Executive Chris Salisbury rounds out his 30th year with the mining giant, there is nothing rigid about his approach. In fact, it is one characterised by the art of 'unlearning' and 'relearning' in order to take constant steps forward.

It is a mantra underlined by the challenges of change and the idea that to continually invest in the future there isn't any single way to solve a problem.

Appointed head of Rio Tinto's iron ore business in July 2016, Mr Salisbury is accountable for an extensive suite of assets, operations and supply chain logistics in the Pilbara, as well as its sales and marketing.

Mr Salisbury previously served as Rio Tinto's Chief Operating Officer Coal with responsibilities spanning strategy and project development, operations and logistics. His group experience spans bauxite, alumina refining, aluminium smelting, port logistics and uranium.

## Honouring change

A self-described people person, dealing with the volatile state of industry change, technology advancements and a fluctuating resource price has demanded a resilient approach.

"When I talk about resilience, I think about the strength of the balance sheet," Mr Salisbury told *Leader*.

"Whether it be high prices, low prices or high costs, how do you make your business immune to pressures? Productivity is actually one of the key levers you have and using technology is a key driver in further productivity gains."

Rio Tinto's iron ore business comprises an integrated system of 16 mines, 1700km of railways, four independent port terminals and a range of related infrastructure.

Mr Salisbury said Rio Tinto's focus on innovation and development – such as its Australian-first fully autonomous heavy haul rail system – highlighted the organisation's pioneering approach to new technologies.

"We've been heavily pushing innovation and

automation since 2008," Mr Salisbury said.

"Innovation is about delivering value, not just innovation for the sake of it. It has led to a safer working environment where we have been able to remove people from high-risk roles, which has led to a more productive and rewarding workplace as we replace a lot of the grunt work with machines."

The public's perception of the resources sector has also changed for the better.

"A number of years ago, if you spoke to the public, they'd have probably thought mining was an unsafe and risky place to be," Mr Salisbury said.

"We talk about safety in terms of statistics and so forth, but ultimately it's about human suffering and grief, and that's what motivates me to stop people getting hurt."

"It's now resulted in many changes to the processes and systems we use and ultimately to our culture."

## Firm focus on youth

Days before Mr Salisbury spoke to *Leader*, a provision of up to \$2 million was dedicated to a new vocational education and training (VET) initiative involving Rio Tinto, the Western Australian Government and South Metropolitan TAFE for the purpose of developing a new curriculum designed to boost industry employment and generate opportunities for the current and future workforce.

"The changing demographics in workplaces, specifically as a larger number of young people enter, is requiring leaders to look at how they lead people," Mr Salisbury said.

"You can't micromanage people; you select good people, set them up for

success and let them get on with it. I try and focus on the bigger picture and drive value."

Over the past six years Rio Tinto has employed more than 600 apprentices and close to 650 graduates. In 2018, Rio Tinto is set to recruit over 160 new graduates, vocational students, apprentices and trainees in Western Australia alone.

Mr Salisbury said this was something that resonated with him, having been afforded his foot in the door at age 18.

With little idea about his future career path, Mr Salisbury's mother organised a meeting with a family friend who was a metallurgy trainee for BHP.

"He encouraged me to apply to BHP at the time, and from there I secured a metallurgy traineeship. I then qualified as a metallurgist and joined Rio Tinto," he said.

"This makes me incredibly passionate about getting younger people into our industry and ensuring their ongoing development, because I'm where I am today because of that start I was given."

While the state's mining boom may be over, Mr Salisbury said he was optimistic about the future.

"Ongoing investment is obviously important for our business, but it's also very important for Western Australia because it's going to create jobs," he said.

"Yes the boom may be over, but we have built a large business and the investment continues; it's not just the capital investment we're making, but the royalties we pay, the employees that we have, the graduates, the trainees, the indigenous people we increasingly employ – all of that is an important investment in our future."



Chris Salisbury.  
Image: Rio Tinto.

# Pushing you to think differently

By Chloe Vellinga



In increasingly complex times, innovation and collaboration skills are becoming vital to all types of businesses.

According to AIM WA+UWA Business School Executive Education Senior Management Consultant Dee Roche FAIM, today's organisations need to generate, embrace and execute on new ideas through innovative and collaborative thinking, both of which are essential in design thinking.

Design thinking brings together what is desirable from a human-centred point of view and what is technologically feasible and economically viable within any organisation or sector.

Developed in 1963 at Stanford University as a practical and creative problem solving technique, design thinking is best described today as a 'halfway house between analytical thinking and intuitive thinking'.

**For the cynics who believe design thinking is just another 'corporate fad' or type of management jargon, think again.**

Mrs Roche said when Stanford University Professor David Kelley was faced with a particular problem in the 1960s, instead of adopting the opinions of just one department at the university, he chose to cast his net wider.

This unconventional partnership between the Stanford University engineering department and the arts department harboured a quantum change, or rather what we now know today as design thinking.

"As a result, in 2005, the Hasso Plattner Institute of Design at Stanford, otherwise known as the d.school, was founded by David Kelley and [his design company] IDEO to prepare a generation of innovators to tackle complex challenges faced by organisations and societies," Mrs Roche told *Leader*.

"d.school integrates non-traditional disciplines such as engineering, law,

medicine, social sciences and the humanities to work together as a team to solve complex challenges.

"This makes design thinking a team sport, by having all these different eyes and perspectives swarming ideas to accelerate solutions."

Since its humble beginnings, design thinking has grown into a worldwide movement adopted by people in all walks of life.

For the cynics who believe design thinking is just another 'corporate fad' or type of management jargon, think again.

Today the technique is used by a wide variety of successful corporate bodies and not-for-profit organisations such as Apple, Google, GE and Oxfam, and is responsible for bringing new alternatives, new ideas and new choices to the table in an efficient manner in order to create different perspectives.

"It brings both the creative minds and the very logical, left brain minds together to create better solutions," Mrs Roche said.

"It is a process that pushes us to think differently. It asks us to bring together different mindsets and different people in the organisations to actually create diverse perspectives."

## How does design thinking work?

Believe it or not, we can all become design thinkers – it is something most of us do all the time.

Mrs Roche said it began with people and culture calling for a deeper understanding of individual needs and putting the person top of mind.

"It is about putting yourself in the shoes of the people you are working with or the society you are working with," she said.

"The goal of design thinking therefore is to always focus first on the people being served (the user), enabling them to find a better solution."

In the words of Stanford University

Professor David Kelley, "design thinking is not a linear path. It's a big mass of looping back to different places in the process".

On a last note, Mrs Roche said design thinking helped create workplaces and communities where people want to be, one that responded quickly to changing business or environmental dynamics and empowered individuals as contributors to the solutions.

**The design thinking model comprises of five modes – empathise, define, ideate, prototype and test and retest your ideas.**

**Empathise** – This is where you need to observe and understand the person you are serving. Work out who is the user and what matters to this person or community.

**Define** – This is the stage where the 'how might we' is asked. It is here where you need to identify and define the problem at hand.

**Ideate** – This is the centre of design thinking. Here design thinkers pose questions and explore constraints in creative ways that proceed in entirely new directions. It is important to recognise that one idea is never wrong or obsolete, all ideas should be explored.

Mrs Roche told *Leader* it was important to swarm the wall with ideas.

"Better still, pick up a pencil and draw a picture; use symbols, tell stories and brainstorm ideas of what you think the problem is and represent it on your wall or flipchart," she said.

**Prototype** – This is where design thinkers build a representation of one or more idea and show to others how it may work if adopted.

**Test** – This is where you put the idea into practice, testing and retesting until the desired outcome is achieved. If something doesn't work, head back to the ideate stage to fine tune the idea.



## ...with STEPHANIE BUCKLAND FAIM

By Chloe Vellinga

With career experience in marketing and leadership, Stephanie Buckland FAIM has worked in the private, public and not-for-profit sectors across a range of industries.

Starting her career in the United States with global pharmaceutical giant Pfizer, she transferred to Sydney in 1998, and moved to Perth with her family in 2005, where she took up a role with Bankwest. In 2008 Ms Buckland changed direction, turning to Tourism WA where she was first involved as Marketing Executive Director before excelling to the principal position of Chief Executive Officer in 2010.

During this six-year tenure Ms Buckland led a major reform of the agency, streamlining operations and focusing resources on marketing, events and tourism infrastructure.

She also led the development of the WA State Government's *Tourism to 2020* strategy, which has helped the state's tourism industry grow from \$6.3 billion in visitor expenditure in 2010 to \$9 billion in 2015.

Now serving as Chief Executive Officer of Amana Living – one of Western Australia's largest not-for-profit aged and community care providers – Ms Buckland spoke to *Leader* about the lessons she has learned over the years and what leadership will look like in the future.

**What were some of your biggest challenges you faced upon your move from a career in tourism and the hospitality industry to the aged care sector?**

The tourism and hospitality sector and the aged care sector are both service sectors and highly reliant on personal interaction and people providing services to other people. When working for each sector, it is important to always respect and care for the client that the organisation serves. I needed to understand what some of the key drivers were and learn some of the mechanics, such as how the funding worked, for example.

Also, particularly in the aged care sector, I

needed to learn what the non-negotiable things from a client's perspective were, understand the various regulations and legislation the sector has to adhere to and make sure Amana had the systems and processes in place to do so on an ongoing basis.

**What changes have you seen in the aged care sector during your time at the helm of Amana Living? How do you see the aged care sector progressing in the next 10 to 20 years?**

The aged care sector is an industry undergoing a significant period of change right now, and I expect that change to continue into the future. It definitely isn't a sector that is 'steady as she goes'. One of the major drivers is a significant change in government policy, which started about five years ago. The government is progressively deregulating the aged care industry and moving more towards a consumer-driven industry. This is resulting in consumers having significantly more choice in the services they receive and who they purchase them from, resulting in increased competition between providers.

Another major driver of change is the industry's shift from a focus on nursing homes and towards people being looked after in their own homes for longer. The government will continue to fund residential care, but it has put an increased level of funding into home care services.

The third massive change that is occurring is a major demographic change. The next generation of people coming through the aged care system will be baby boomers. This generation has been raised in a much different economic environment than their parents and their expectations in terms of the level of service and the type of accommodation is significantly higher than what the previous generation expected.

All of these changes mean aged care providers need to be more consumer focused than ever before and I am working with the management team to transform Amana Living into an organisation that embraces feedback.

**What is the most important lesson you have learned in your career to date?**

As a leader you need to make sure you are bringing people along for the journey. If you want to initiate a change or if you have a particular vision, you need to explain why that vision is important. Leadership is about



Stephanie Buckland FAIM.

involving people in the change you want to make and looking over your shoulder every once in a while to make sure people are actually following you.

**What would you still like to achieve in your career?**

I am hoping I have at least 15 or 20 years left in my career, which is almost as much as I have behind me. The one aspect I enjoy most is the fact the work I do is important to the community. I would like to continue to lead and have a direct positive impact on the community I am serving. I want to help set up the organisation to be sustainable into the future, so that after I have finished at the helm, the next person and the person after can continue to provide these services.

**What do you expect business leadership to look like in the next five, 10 or even 60 years?**

I don't actually expect it to look a lot different to how it looks to me today. However, I think something that will be even more important than it is now is innovation, and how we as leaders encourage people to develop different ways of solving business problems. I think too often we get stuck with the thought process of 'we are doing this procedure because this is the way we have always done it'.

**Do you have any advice for emerging leaders?**

You need to be confident in your own ability to lead. I think too often people are reticent to step up and take a leadership role, whether that be at school, in their community or within the workplace. If you aspire to move into a senior leadership role, take those leadership opportunities when they present themselves. Just step in and do it.

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# Sleep TIGHT

By Cassie Gunthorpe

The feeling of waking up on a Monday sluggish and struggling to find motivation is a familiar one for many.

But have you ever wondered about the science behind what makes Mondays so difficult?

According to People Diagnostix Managing Director Jason van Schie, it is because our bodies thrive on routine.

"You will find during the working week you will probably be more routine orientated," Mr van Schie said.

"On Monday it is essentially like jet lag; you have stayed up an extra couple of hours on the weekend and maybe gotten up later, and all of a sudden you are trying to force your body back into your normal body clock routine, which can take a couple of days."

So what exactly is the body's purpose for sleep?

According to researchers, sleep helps the brain store and make sense of the information from the day while promoting restorative benefits for the body.

Yet four out of every 10 Australians are suffering from inadequate sleep, according to the Sleep Health Foundation.

It is troubling given inadequate sleep can contribute to depression, increase irritability and affect our ability to concentrate.

In fact, researchers have found sleep deprivation can impair people in similar ways to alcohol intoxication.

"The general consensus is if you have been awake between 17 and 19 hours, you will be impaired to the same level as if you have a 0.05 blood alcohol content – the legal driving limit," Mr van Schie said.

"If you are awake between 20 and 25 hours, the level of impairment increases to double the legal limit."

Lack of sleep also plays a negative role in the workplace by reducing productivity and increasing absenteeism, according to the Sleep Health Foundation.

It is estimated inadequate sleep resulted in productivity losses of \$17.9 billion, or

\$2418 per person with inadequate sleep, in Australia during the 2016-17 financial year.

While sleep onset isn't something we can control, we can encourage sleep by creating the right environment.

"We have different physiological changes that occur throughout the day, which can make us sleepy or more alert, and this is driven by our internal body clock," Mr van Schie said.

"The rising and setting of the sun is the most important time-giver, telling your brain what time of day it is and therefore contributing to the physiological changes."

## RESEARCHERS BELIEVE REM SLEEP SERVES TWO PURPOSES – MEMORY CONSOLIDATION AND AS 'VIRTUAL REALITY TRAINING'.

Around 9 or 10pm our bodies produce a sleep hormone known as melatonin, which can help encourage the onset of sleep.

While this natural change presents the optimum time to hit the hay, there are some sleep practices that can help wind the body down.

One way is reducing exposure to artificial light in the hours before bed, such as limiting electronic devices, turning your phone's backlight function on, using a light in an adjacent room instead of the room you are in or dimming the lights.

Yet it is not just getting to sleep that is important, it is also the quality of sleep.

"The term 'quality of sleep' refers to ensuring we get adequate amounts of both deep sleep and REM sleep," Mr van Schie said.

"When you begin to deprive yourself of sleep, you tend to miss out on one type of sleep or the other."

It is crucial to strike a balance between both stages, with deep sleep responsible for our physical recovery and REM responsible for

psychological benefits.

"During the deep sleep stage, your body will release growth hormones for physical regeneration to help undo the damage of the day," Mr van Schie said.

Meanwhile, researchers believe REM sleep serves two main purposes – memory consolidation and what Mr van Schie dubbed a 'virtual reality training program'.

"During this stage your brain is taking everything from the day and trying to embed it," he said.

"In the second part of REM sleep you get to act out all sorts of different scenarios, so that if you come across those things in real life you are better psychologically equipped to deal with them."

With sleep offering plenty of benefits, how can companies encourage good sleep health practices for their employees?

Mr van Schie said one way was to lead by example.

"We don't want our managers to be at work at all hours of the night and then our employees feel they are obliged to do the same thing," he said.

"As soon as people start emailing you after work hours and you see the time it was emailed, it starts to imply that maybe you need to adopt the same sort of working hours."

Mr van Schie conceded the times people were most productive could vary considerably.

"Some managers might work really well at 10pm at night, but they should be using the delay delivery button so it hits inboxes at a time when their employees are more likely to read it," he said.

Lastly, Mr van Schie advocated for workplaces to adopt flexible working hours to help promote better sleep health and improve productivity.

"Some people function better in the afternoons while others prefer an 8am start," he said.

"Not everyone is accustomed to working a nine-to-five day."

Jason van Schie.

# BLOWING THE WINDS OF CHANGE

By Chris Thurmott

Whistleblowing – the process by which a person within or closely associated with an organisation reveals misconduct by the organisation or people within it – can be an extremely valuable method for gaining information.

It has the power to expose issues which may not have been discovered via other means, yet in Australia the laws designed to protect whistleblowers are sorely lacking.

"Whistleblowers in this country can have a very uncertain, isolated and unpleasant experience, particularly if they are employees," Kott Gunning Lawyers Partner Tom Darbyshire said at a briefing held by AIM WA.

One of Australia's most famous whistleblowers is Jeff Morris. In 2008, Mr Morris joined the Commonwealth Financial Planners, the financial planning arm of the Commonwealth Bank, and identified a range of dishonest practices left unchecked by internal mechanisms.

Mr Morris spoke up and his actions resulted in a number of financial planners losing their jobs and \$50 million in compensation paid to bank customers.

The journey Mr Morris went through to achieve this outcome was fairly shocking, and Mr Darbyshire said this story was as much about the failure of whistleblower protection as it was about the misconduct itself.

In Australia there are a number of frameworks designed to protect whistleblowers, which is part of the problem – the laws in this area are fragmented and inconsistent.

The whistleblower protection regimes that operate most widely are Part 9.4AAA of the Corporations Act (CA), which applies to public and private companies, and the Commonwealth Public Interest Disclosure Act 2013 (PIDA) and various state acts with similar names, which protect whistleblowers in the public sector.

"The CA and PIDA are two rules-based systems. The problem is that Part 9.4AAA is a rules-based system with hardly any rules and PIDA is a rules-based system that has acres of rules – it is

highly prescriptive but still not very effective in practice," Mr Darbyshire said.

"Publicly listed companies are subject to a different regime. The corporate governance rules of the ASX apply the whistleblower protection regime set out in Australian Standard 8004-2003 (AS). This sets out a principles-based approach rather than a rules-based approach. The AS has the potential to work best but Standards Australia stopped supporting this, which means it is no longer being updated."

Although not legislated or being updated by Standards Australia, the AS does provide good guidance to anybody looking to implement an effective whistleblower protection regime.

"It describes in broad terms what a good whistleblower protection set-up looks like and it does it well," Mr Darbyshire said.

"If you feel this issue of whistleblower protection is one that deserves some attention in your organisation, the AS is not a complete answer, but it is a good start."

## Change is on the way

With the current methods of protecting whistleblowers in this country lacking in certain respects, it was clear something needed to change to better protect people brave enough to stand up to wrongdoing.

Luckily, 2016 was a big year for whistleblower reform, with the Fair Work (Registered Organisations) Amendment Bill passed in November. This bill introduced a number of potential reforms that would help protect whistleblowers in unions and employer groups. The Senate supported the reforms on the basis that similar reforms would be introduced more widely.

A parliamentary committee report released in September 2017 suggested the legislation of the new reforms could happen as early as July 2018. The report recommended the introduction of an independent whistleblowing protection

agency (WPA), which would have the authority to deal with whistleblower matters across all sectors.

Mr Darbyshire said that a WPA would be an important reform.

"It could be an agency that will do all the sorts of things that are required to protect whistleblowers, including independently investigate complaints, provide feedback to whistleblowers or even advocate on their behalf," he said.

"One of the biggest failings of the current system is there isn't enough power or resources available to the current bodies, such as the Australian Securities and Investments Commission (ASIC), to adequately deal with and protect whistleblowers in this country."

Shortly after the publication of the report, draft legislation was released for public comment. It does not include a WPA. However, it does make substantial changes to whistleblower protection laws that apply to public and private companies.

## Heard but not seen

Although there are a range of reforms on the way to formally protect whistleblowers, there is nothing stopping individual organisations from adopting their own form of protection.

Mr Darbyshire said the benefits of an effective whistleblower protection regime were enormous.

"It is an extremely powerful tool for detection, prevention and transparent corporate governance," he said.

"A whistleblower protection regime should be like any other internal working mechanism, like IT support. You will rarely hear about it when it is operating well.

"Ultimately a whistleblower has to feel they will not be treated like a Judas and they're not going to be isolated, disparaged or attacked for their bravery."

"The whole point of a whistleblower protection regime is to protect them."

## An effective whistleblower protection programme...

- Creates a culture where individuals are comfortable raising integrity concerns;
- Gives the option to report anonymously or report to an independent third party;
- Is well communicated to staff, accounts for potential language differences and encourages reporting on a range of matters.

Tom Darbyshire.





# Galileo Buona Cucina

Ask any recent traveller to Italy about the food and it is unlikely they would rave about a large restaurant based on the piazza opposite a tourist monument. You know, the ones that have A-frame signs with a collage of photos of food out the front.

It is more likely that they would recount delicious details about the unassuming little restaurant down a small alley they stumbled upon one evening when they got lost.

Galileo Buona Cucina could almost fall in into the later category. It was opened in 2004 through the collaborative efforts of Head Chef Vincenzo Soresi and General Manager Una Hosgood. Compared to other Italian institutions in Perth such as Ciao Italia and Sorrento, Galileo Buona Cucina has remained fairly inconspicuous, nestled in the village of Shenton Park.

What sets it apart is the fantastic food, convivial atmosphere, good wine list and reasonable prices. All pasta dishes are under \$25 and all mains are under \$30, except two that are priced at \$31. However, this full-service restaurant is far from a cheap eats place.

On the menu there are many dishes inspired by traditional cuisine of Sicily, as Soresi pays homage to his background. And, just like traditional Sicilian cooking, much of the food, including the pasta, bread, stocks, sauces and desserts, is hand-crafted daily in the Galileo kitchen. Adding to its authenticity, most of the wait staff are

Italian too, and well-dressed in traditional black and whites with waistcoats.

Galileo is one of a handful of restaurants in WA to be recognised by the Italian Government with the Ospitalità Italiana quality seal. The seal is a symbol that the restaurant meets strict quality standards across the board, including in the preparation of the food. A minimum percentage of ingredients are sourced from Italy and the traditional wine list is befitting of the menu.

For special functions, the restaurant will tailor its menu with matched wines or choose a set menu for functions of over 12 people. The restaurant has a capacity of 100 people and features a beautiful private dining room.

Galileo has won a number of awards over the years, including Tripadvisor Australia's top Perth restaurant and a spot in *The Australian Financial Review's* top 500 restaurants, both in 2016.

For an authentic Italian food experience in a lovely intimate environment that won't cost a week's salary, Galileo Buona Cucina is a terrific choice.

**Reviewer: Daniel Brockway AFAM**  
**Galileo Buona Cucina**  
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Dinner – Tuesdays to Saturdays, 6pm until late

Closed Sundays and Mondays

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- PANE DI CASA  
Home-made bread, cold-pressed Racalia, Sicilian oil and balsamic vinegar  
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- CROSTINO RUSTICO  
Oven-baked bruschetta panzanella  
\$10.50
- CROQUETTES  
Fish croquettes with a garlic sauce  
\$7.50

- ENTRÉES**
- INSALATA DI POMODORO HERITAGE ALLA CATANESE  
Heritage tomato salad with ricotta cannoli  
\$16.90
- POLPETINE JOTTA  
Veal meatballs served in a white wine sauce  
\$19.50
- RIGATONI AL TORCHIO CON 'NDUJA DI SPILINGA'  
Short hollow pasta, bronze cut, in a spicy pork sausage and broccoli  
\$22

- MAINS**
- POLLO IN CIBREO  
Oven-roasted chicken, Tuscan herbs and pate of livers scented with lemon  
\$29.75
- QUAGLIA CON LE LUGANEGA  
Quail with Venetian sausage centre, lentil salad  
\$29.90
- TIELLA DI AGNELLO  
Woodfired, slow-baked lamb with san marzano tomatoes, parmesan and pangrattato  
\$31
- ARISTA DI MAIALE AGRODOLCE  
Pork backstrap grilled sliced on an agrodolce sauce with cherries  
\$29.90

- Ambience and general services ..... 4.5/5
- Food quality, presentation and taste .... 5/5
- Food and drink service ..... 4.5/5
- Value for money..... 5/5



# Stop fixing women

By Cassie Gunthorpe

Gender imbalance in the workplace has been afforded plenty of attention of late, sparking further conversation around the nation about breaking the glass ceiling.

In October, *The Today Show* host Lisa Wilkinson shocked viewers when she abruptly vacated her spot on the popular morning show amid a pay dispute, with Nine Network reportedly failing to match the salary of her male co-host Karl Stefanovic.

The move garnered Wilkinson plenty of praise and thrust workplace gender equality back into the public spotlight.

According to figures released by the Workplace Gender Equality Agency in August, Australia's gender pay gap sits at 15.3 per cent, with women earning an average of \$251.20 less per week.

And while there are more female university graduates across Australia, there are more men named John, Peter and David running ASX Top 200 companies than there are women.

It is part of a wider systematic issue, or at least that was the argument put forward by Catherine Fox in her book *Stop Fixing Women: Why Building Fairer Workplaces is Everybody's Business*, which was recently picked for AIM WA's Business Book Club.

In her book, Ms Fox slams the deficit model that says women need to adapt and change to suit the workforce.

She says it is not women who need fixing, and chooses to criticise professional events aimed at teaching women how to overcome the gender pay gap.

Instead she advocates for fixing the system; a system largely run by men.

AIM WA Learning and Development Specialist and Book Club Facilitator Phil Haberland AFAM agreed with Ms Fox, echoing the notion

that smashing the glass ceiling was everybody's responsibility.

"Ms Fox really pushes for this concept of male champions of change," Mr Haberland said.

"There is this notion women can do it on their own, but because there is a male structure at the moment, at both board and CEO level, we need enlightened males who are going to champion quotas, equity and fairness within organisations."

Mr Haberland further expanded on Ms Fox's points that the system was structured to favour men.

"There are endemic structural biases within our organisations, from inflexible hours to what is rewarded, that are the real problem for women advancing in business and organisations in Australia today," he said.

**We need enlightened males who are going to champion quotas, equity and fairness within organisations.**

Ms Fox draws attention to the prevailing issue of all-boy private school graduates represented on Australian boards, which Mr Haberland said had been creating plenty of talk in Western Australia.

"They are continuing this patriarchal business structure throughout WA, with private school boys disproportionately represented in the leadership teams of the mining and construction sectors," he said.

Meanwhile, WA lays claim to the nation's highest pay gap at 22.8 per cent, with the lowest in South Australia at 9.8 per cent.

Pritchard Francis Project Leader Civil Denise Tyler-Hare knows all about the issue, working as an engineer in a male-dominated industry.

She said achieving gender balance in the industry was affected by larger societal factors, such as encouraging more girls to study science, technology, engineering and maths (STEM) subjects at school.

A 2016 study by the Office of the Chief Scientist found just 16 per cent of STEM qualified professionals in Australia were female.



Phil Haberland AFAM.

While initially not sold on gender quotas, Ms Tyler-Hare said the book had challenged her perspective.

"I thought they could have a negative effect on achieving gender equity and that it could make people think someone had only got their position because of their gender," she said.

"But an alternative view presented at the Business Book Club pointed out unless we get on board and take the hit now, we're not really going to achieve any lasting change for the future.

"So it might be we have to deal with targets and quotas and the negatives that come with it, but in the future it might make for a better system."

Meanwhile, Tracey McGrath International Director, Tracey McGrath AIMM added while the book offered great insights on workplace equality, it fell down in other areas.

"The notion of this being a systematic problem and the importance of champions of change, that is critical information that I think is not commonly known in the mainstream," she said.

"I just wish the book had been better written.

"The point was raised about the whingy feminist tone of the book, which I think leads readers to dismissing what is a very important message."

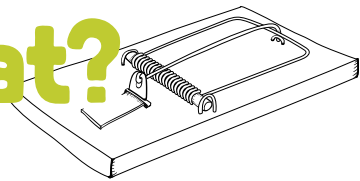
Denise Tyler-Hare.



Tracey McGrath AIMM.



# Can culture catch a rat?



By Jack McGinn  
When it comes to workplace misconduct, there appears to be little that surprises Tony Warwick.

Drawing on 32 years' experience across the Corruption and Crime Commission, Anti-Corruption Commission, Australian Federal Police, Department of Education and the National Crime Authority, Mr Warwick's encyclopedic knowledge of Australian workplace misconduct was on show when he presented a talk titled 'I Smell a Rat' at AIM WA in November.

Flicking through a pile of newspaper clippings and recalling his own experiences, Mr Warwick reeled off countless examples of Australian organisations – public and private – which had suffered huge reputational and financial losses as a result of staff misconduct.

Among those referenced were well-respected tertiary institutions, local councils, law enforcement, sporting clubs, government departments and private and public businesses which have collectively spent years and millions of dollars rebuilding following scandals involving employee misconduct.

The common link in all cases was the 'human element' – the actions and integrity of individuals who place their organisations at risk through improper or unethical behaviour.

Despite the all too frequent reports of misconduct costing organisations in myriad ways, Mr Warwick told business leaders that too many organisations continued to look at it as a human resources problem, rather than a leadership and culture issue.

The integrity of a company, according to Mr Warwick, can be judged by how its employees behave when no-one is watching. It is a movement led from the top.

"Culture cascades down from leadership, and if you don't have leadership how can

you expect your staff to behave in an appropriate manner?" he said.  
Led by culture, misconduct can occur for any number of reasons, and be carried out by staff of all backgrounds, experience and profile.

In explaining this diversity, Mr Warwick recalled a conversation with a former boss who asked him to provide a profile of a corrupt individual.

"I, and every other member of the organisation, said to him 'there is no such animal'," he said.

"There can be a range of factors that influence an employee's behaviour – it can be that someone could be a crook, regardless of who they work for.

"There are people who come into an

**The integrity of a company, according to Mr Warwick, can be judged by how its employees behave when no-one is watching.**

organisation as a shining beacon of integrity, but perhaps the culture of the workplace they go into is dismissive of their concerns – their behaviour can then be influenced by the culture of that area, the same as it can in any other company."

Leadership on this front is not just a matter of ethically strong behaviour, but response when things do go awry. Mr Warwick said multi-disciplinary policies and procedures needed to be put in place and driven from the top of the organisation.

The consequences of poor responses to workplace misconduct are dire, as shown by an incident some years ago where a local tertiary institution came under fire after it was revealed a member of staff had been targeting overseas students for sexual favours in return for marks.

A report carried out by the Crime and Corruption Commission found a lack of checks and balances over the staff member's conduct enabled the misconduct and exacerbated the vulnerability of the overseas students.

Mr Warwick said there were few policies or procedures in place to deal with disciplinary action within the department, and the lack of a central repository allowed the staff member to move around within the same organisation before the behaviour was exposed.

"That particular institution is now an industry leader on that front, but at the time the damage to its commercial brand was worth millions," he said.

"It shows how a failure in processes, policies and systems can cause significant expense.

"You need to have something in place to work out what you do to prevent these situations, how you tell the staff and get the message out, and what to do to fix it if misconduct does unfortunately occur."

Misconduct is not always big enough to make the front page of the newspaper, but failure to recognise the tools required to identify and manage it effectively can result in intensive commercial and cultural damage.

### Common types of workplace misconduct

- Breaches of codes of conduct, policies or procedures.
- Stealing or theft.
- Improper association with colleagues or clients.
- Misuse of computer systems, email or internet.
- Bullying, intimidation or harassment.
- Breaches of confidentiality, misuse or improper disclosure of information.
- Neglect of duty.
- Inappropriate behaviour.
- Failure to act.
- Unprofessional conduct – demeanour, attitude or language.
- Assault – physical or excessive use of force.
- Fraud, falsification or fabrication of information.



Tony Warwick (right) and MailGuard CEO Craig McDonald addressed an AIM WA leadership event in November.

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2018

14-16 FEB

**Improving Your Interpersonal Relationships at Work**  
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Program No. 171

2018

20 FEB

**Professional Development Sundowner**  
**Future Proof – Is Your Business in Danger of Disruption?**  
Gihan Perera FAIM, Futurist, Speaker and Author  
5.30pm-7.30pm

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