Successful Corporate Innovation in Australia

Denise Goldsworthy GAICD
Owner & Managing Partner, Alternative Futures Pty Ltd

Alex Atkins GAICD
Senior Mining Analyst, Alternative Futures Pty Ltd

Members since 2012

There are several fundamentally different ways for companies to approach innovation and entrepreneurialism. A company doesn’t have to be good at all of them. In fact, being excellent at more than one can be extremely difficult as the systems and culture required to support each model can be fundamentally different. Creating a company that can be sustainably successful through changing socio-political and economic forces requires excellence in sourcing innovative ideas to drive performance. Ideas can be sourced in the following five ways (Table 1 - see page 4).

If all players in a competitive market decide to take the same path, only one can win. There are some industries in Australia where everyone thinks they can be successful at “fastest follower”. While this strategy may be the most comfortable for many Australian executives, this strategy can only work if the approach is applied globally and more broadly than existing competitors, as competition is global and your competitors tomorrow may not be your competitors today.

Last year Eurostat (2013) reported Australia as last (33rd out of 33) in the OECD nations on collaboration on innovation between industry and higher education or public research institutions, as well as last on collaboration between industry and their suppliers and clients. Of the five approaches in Table 1, the last four all rely on effective collaboration with others. continued on page 4
Welcome to this first issue of WADirector for 2015. I hope you had a wonderful festive season and are looking forward to the coming year with a refreshed sense of optimism and possibility. As I write this, our new Company Directors CEO John Brogden is getting his feet under the desk; we look forward to welcoming him in Perth soon and introducing him to our WA members.

The Company Directors team in WA are certainly looking forward to a great year. We’ve moved into new offices in Allendale Square and are watching the new Member Lounge come to life – the official launch will take place in mid-March, so keep an eye out for your invitation. We’ll look forward to seeing you at the launch, and hopefully again many times over the course of the year, as our members acquaint themselves with the great facilities and services we’ll have on offer.

March is a busy month as we also anticipate the 39th Annual Rottnest Forum on Friday 13 March. I was lucky to spend some of my summer holiday on Rottnest, and was reminded what a magical place it is. Please secure your tickets now, as they are likely to sell out.

This month’s WADirector offers some fascinating articles, including one on successful corporate innovation – a topic I’m very interested in. As the authors point out, there is real opportunity for improvement in the way Australia considers innovation, as we currently rank last in the OECD on innovation collaboration. The relationship between risk and innovation is well worth boards exploring further – in our bid to limit risk, we need to be sure not to stifle creativity and entrepreneurship.

This issue also asks you to consider charitable giving and corporate social responsibility in the new year, with a view from the Leukaemia Foundation on how to build long-term charitable relationships, and thoughts from our 2014 partner, Opportunity International.

The Leukaemia Foundation is launching its World’s Greatest Shave campaign for March 2015. We encourage you to get your team to join in the fun of shaving or colouring their hair, or donning a crazy wig between March 12 and 15. You’ll look and feel amazing, and will help LFA beat blood cancer. Visit worldsgreatestshave.com.au for more information.

I’d like to offer my thanks to our wonderful member community, and to the Company Directors team, who have been so welcoming and supportive in my first few months. As always, I look forward to seeing you at an upcoming event or course, and you can reach me anytime in the office on 08 9320 1700 or at krose@companydirectors.com.au.
Why I walked away from $100k and retained my faith in long term CSR

Andrew York MAICD
General Manager
Leukaemia Foundation WA
Member since 2014

A number of years ago I met with an Executive Director of a large, very successful private company to seek funding in support of a charity I led.

Like him, many people depended upon the decisions I made each day, and, like him, I sat alongside my fellow Board members each month when time came to account for our actions.

The ED looked toward the drawer in his desk and said; “You can have what is in here now Andrew, or, you can collaborate with my company for the next three to five years and we’ll see what we can achieve together”.

I briefly considered the gamble before following my long held belief that on balance ‘relationship’ bears the greatest long term value.

This director promptly took a bank cheque, with $100,000.00 written on it, from the drawer and ripped it up in front of me. It was the beginning of an interesting relationship which continues to this day despite my having since moved on from that charity.

I briefly considered the gamble before following my long held belief that on balance ‘relationship’ bears the greatest long term value.

A recent study conducted by Stanford Business Center for Innovation uncovered an interesting and perplexing conundrum.

The study found that one of the major controversies concerning CSR in the minds of stakeholders was that corporations, owned by shareholders, are ultimately created solely to generate profit.

Following that thought process Directors are duty bound to focus only on ‘making’ money, and, therefore, if found ‘spending capital’ on social issues, could be construed as deteriorating shareholder value – making CSR and profit generation mutually exclusive intentions in the minds of some Directors.

Those of us who view CSR as an integral part of building long term consumer engagement and common cause see the profitability that placing value on goodwill and tangible economic and social outcomes delivers.

CSR comes in many forms. One of the most vital of them is and will long remain ‘charitable funding’ in all its various guises; donations or volunteers through which a company supports a project, workplace giving where employees make regular donations and, matched-giving from employers.

But for me, to this day as a leader in the NFP Sector the greatest CSR value still lies in collaborative, mutually beneficial partnerships. The revenues come, to both parties, as a result of ‘relationship’.

Don’t get me wrong, I don’t want to tear up too many $100,000 bank cheques, but in comparison, access to understanding, common interest, passion, intelligence, staff, and stakeholders over a long period of time is priceless.
Successful Corporate Innovation in Australia

Room for improvement in Australia
We have all heard of Australia’s cultural discomfort with “tall poppies” and an Australian business culture which punishes failure. Together these drive a culture of inaction or incremental change. Bankruptcy laws that limit what entrepreneurs can do after failing (even though it is the failures that build the knowledge to create innovation success) and company directors’ personal liability under over 700 Australian laws has driven Australian corporate activity towards a compliance focussed mentality.

The situation is exacerbated by “instant” business, media cycles and globalisation leading to more centralised decision making which stifles value-adding initiatives and autonomy. Employee reward schemes (e.g. ESOPs) designed to reward risk-taking have been unavailable due to tax implications, although these tax laws are to be repealed (Walsh & Powell 2014). Recent indications from the federal government suggest crowd sourced equity funding may be regulated to the degree that it may stifle creative and innovative activity in Australia (Powell 2014).

What is Australia doing right?
Australia has a plethora of systems that form a sound foundation for innovation: intellectual property protection; competitive and open markets for trade and foreign investment (including venture capitalism); R&D tax incentives; and research funding programs (e.g. CRC, ARC, NHMRC). Companies can obtain enhanced longevity and increased competitiveness by utilising these foundations and embracing entrepreneurship as an organisational value.

What can be done to create an intrapreneurial culture?
An intrapreneurial culture requires a creative climate, where failure is not punished and employees feel empowered. Creativity requires a combination of perceptual/imaginative and conceptual/logical thinking as well as systemic inquiry (see Figure 1). So clearly, innovation is no accident. It’s a continuous process of coordinated activities, requiring visionary leadership to set the challenge and ensure the right mix of human capital and organisational support.

Irrespective of the source of great innovative ideas, the majority fail to make an impact. MIT Research on university-industry collaborations (Pertuz et al 2010) identifies seven practices that lead to an effective impact on industry. Table 2 (page 5) outlines our version of these seven key practices, accommodating for sources external to organisations, which require additional effort to build mutual understanding and trust to allow quality information exchange without threatening competitive advantage.

Australian industry needs to be more innovative, but this is something you can’t just copy from Apple and Google. There are different approaches to sourcing ideas that can be successful, however all require investment in the systems and cultures that frame the programme.

<table>
<thead>
<tr>
<th>Type</th>
<th>Source of ideas</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomous intrapreneurship</td>
<td>Random spark at the source</td>
<td>Employees are given freedom as individuals to act as entrepreneurs and project champions.</td>
</tr>
<tr>
<td>Innovative investment</td>
<td>Scientific fundamentals</td>
<td>Investment in research and development (R&amp;D) (internally resourced or outsourced).</td>
</tr>
<tr>
<td>Proactivity</td>
<td>Understanding the external world</td>
<td>Utilise processes such as future orientation or invest in market research and trend analyses, including outside the industry.</td>
</tr>
<tr>
<td>Risk taking</td>
<td>Understanding the company and its markets</td>
<td>Know the dimensions and forces of the business and market better than competitors through thorough understanding of business, financial and technical/professional risks.</td>
</tr>
<tr>
<td>Competitive aggression</td>
<td>Fastest follower</td>
<td>Respond faster to market trends, disruptive technologies and legislative changes to deliver solutions faster and more effectively than competitors.</td>
</tr>
</tbody>
</table>

Table 1: Potential sources of ideas

![Figure 1: Potential sources of ideas](image-url)
Governance for Performance

Company Directors continues to build on the body of work that highlights how good governance can help drive better corporate performance. We are putting the spotlight on the value of boards to organisations and shifting the collective governance mindset from one that is overly compliance focussed, to one which places more emphasis on those elements within the board’s control that, when influenced, have a direct bearing on performance and productivity outcomes.

This work is informed by the governance reviews we have been undertaking with boards through our newly released Governance Analysis Tool™. The Tool takes a systems-view of governance, considering the many influencing factors that can impact an organisation’s productivity and growth. Since the introduction of the Tool a year ago, the issues that we see come up more commonly than others include:

- dissatisfaction with the quality of information the board receives from management (e.g. papers too long, don’t focus on right issues, fitness for purpose);
- the lack of a regular and properly structured board review process and the degree to which follow-up has occurred in respect of actions identified in previous board reviews/evaluations;
- matters related to board composition (e.g. diversity of skills and/or experience relative to the organisation’s current and anticipated circumstance).

To further our understanding we have recently commissioned research into the relationship between governance and performance across the listed, public, not-for-profit and private sectors. The collective data and insight we gather from the Tool supplemented by studies such as this will help to underpin the advocacy work we continue to pursue in support of business productivity, social impact and growth; and enable us to refine and evolve the range of services we are able to provide in support of improved performance of directors, boards and their organisations.

For further information contact Dennis Samarin, Board Services Executive DSamarin@companydirectors.com.au

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Table 2: Seven key practices of innovation

<table>
<thead>
<tr>
<th>No.</th>
<th>Key Practice</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Avoid short-termism</td>
<td>Ensure there is a clear, well-articulated and understood connection between a project’s success criteria and value to the company that are relevant to the timeframe of implementation. This means that R&amp;D projects that will take 5+ years to complete must be connected to business strategic imperatives, not short term objectives.</td>
</tr>
<tr>
<td>2</td>
<td>Project managers are pivotal</td>
<td>Select project managers that have the ability to engage with all key stakeholders. They need to have sufficient technical knowledge to understand and act as technical translators, as well as the communication and relationship management skills to be able to network and make the connections across functional and organisational boundaries.</td>
</tr>
<tr>
<td>3</td>
<td>Envisioning</td>
<td>Ensure that the people working on the “solutions” have a clear understanding of the problem and what success would look like.</td>
</tr>
<tr>
<td>4</td>
<td>Human Capital</td>
<td>Establish long term, trusting relationships with partner organisations that have significant potential to be “solution” providers in the future. These organisations can be suppliers, clients, universities or specialist professional/consulting firms.</td>
</tr>
<tr>
<td>5</td>
<td>Openness</td>
<td>When a project is underway, ensure there is routine and honest two-way communication between the “solution” providers and the end-users, not just the project manager.</td>
</tr>
<tr>
<td>6</td>
<td>Internal Consultation</td>
<td>Build awareness of the project through regular communication to those not-directly involved so that they understand and are supportive of the outcomes when the time comes for implementation. Even the best project manager is unlikely to have experience across the whole value-chain of the company, and will therefore have blind-spots.</td>
</tr>
<tr>
<td>7</td>
<td>Implementation by Change Management</td>
<td>Finding a solution is only half the problem. Implementing the solution to get positive net impact requires appropriate change management and risk based approaches. This involves clear technical and management oversight, sufficient resources, allocation of appropriate authorities and accountabilities to achieve success.</td>
</tr>
</tbody>
</table>

International Foundations of Directorship Course

Gordon Perchthold MAICD
Senior Advisor
Managing Across Asia
Member since 2014

A diverse mixture of pan-Asia course material, experienced facilitators, and participants representing different geographies, industries, academic institutions, government bodies, and sister institutes in Asia of the AICD all contributed to a highly engaged and interactive three days of discussion on corporate governance on the international stage. Variety and pace across the three days remained high engineered by the use of three different dynamic facilitators with years of experience in their subject matter, energetic personalities, and an ability to discuss teaching cases and recount their own ‘war stories’ from operating within the Asia theatre. Coupled with the contributions of executives recounting situational challenges from China, Hong Kong, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Thailand, and Vietnam it made the colour and complexity of being a Director in Asia readily apparent.

The foundations of the course draw upon well-defined governance principles in Australia but highlighted the differences in regulations and governance approaches in various countries in Asia. These differences can create personal dilemmas depending on whether one is a Corporate Director of a multinational with operations in Asia; a foreign Director of a multinational’s Asia-based subsidiary; a local national Director of a multinational’s Asia-based subsidiary; or a foreign or local national Director of a locally based organisation, whether listed or private business entity, non-profit, or state-owned enterprise. The permutations and implications, to the entity you are representing as well as to yourself personally, require clear understanding of local and home-office regulations, some of which may not necessarily be in alignment thereby, requiring you to be considered and pro-active in trying to address ambiguities.

As if such complexity was not enough, the facilitators highlighted the challenges in working through the nuances arising from differences in interactions and problem solving approaches and tendencies when working across people of different cultures. The course also entailed components of a mini-MBA in making sure there was a baseline of understanding of business strategy, risk management, and financial reporting and analysis techniques and approaches.

As a 30 year business executive and management consultant to multinationals, living and working throughout Asia for the past 17 years, now undertaking academic research on Western Multinational Governance for Asia, I found the course an excellent time effective foundation for new Directors or a refresher of key principles and techniques for experienced Directors, who find themselves operating in the dynamism of Asia.

Is your board the best it can be?

The Governance Analysis Tool is an online, guided self assessment tool, designed to compare your board’s perceptions of governance against agreed good practice.

We recognise no two organisations are the same, which is why we built our tool to have the flexibility to respond to your organisation’s circumstances, no matter your size, sector or legal structure.

For more information contact Dennis Samarin
t: 08 9320 1704 w: companydirectors.com.au/GAT

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39th Annual Rottnest Forum

The Rottnest Island Forum has been etched in the calendars of the Western Australian business community since it was founded almost 40 years ago. The ability to blend the naturally relaxed pace of the island with a keynote address and member luncheon overlooking the pristine Thompson’s bay has been the formula of success for this event. This year we are delighted to welcome Azran Osman-Rani, CEO AirAsia X as our keynote speaker. After lunch guests will be treated to the comedic styling of Denise Scott who will be joining us from the east coast for this highly anticipated event.

Visit companydirectors.com.au/Events
or contact t: 08 9320 1700

AUSTRALIAN INSTITUTE
of COMPANY DIRECTORS
Experienced Director Profile

TRENT JOSIAH BARTLETT FAICD
Member since 2002

CURRENT DIRECTORSHIPS
- Independent Director – Co-operative Bulk Handling
- Chairman – Margaret River Busselton Tourism Association
- Deputy Chairman – Good Samaritan Industries

What do you think are the foundations of being a good director?
Arguably, certain values and attributes are the prerequisites for the privilege of directorship, such as demonstrating integrity, being ethical, open-minded, transparent and prepared to listen to just name a few.

Other personal qualities such as a good understanding of people, self-awareness, personal discipline and a heightened awareness of the responsibility and obligations of the role are critical. Demonstrating resilience whilst expressing an independent opinion and then succinctly engaging in a respectful and open manner when tested is also a respected characteristic around the table.

When considering the craft of governing, the ability to form a solid situational and circumstantial interpretation and understanding of the matters before you is critical, as is having appropriate commercial or mission/purpose experience. A good director will have mastered the art of unearthing exactly the right question to ask at the right time – the sort of question that takes the oxygen out of the room for a moment. Then they question the answers.

Based on your experiences, what is the best advice you can give to aspiring directors?
Many factors will shape your directorship opportunities and appointments that you are seeking – your diversity and depth of experience in your career, education, industry exposure, networks, contacts, mentors, CV, relationships with Board recruiters, AICD involvement etc. I would encourage aspiring directors to design a personal brand and a development plan that starts with the end in mind, so recruiters and your network can understand your unique offer or UDP (Unique Director Proposition).

Be clear about your purpose in taking on a particular role and how you could best serve this board. The importance of undertaking your own personal due diligence on a target organisation is obvious but try to get a handle on such things such as how does the Board govern, deal with strategic risk, the alignment of values with brand etc.

This type of research will better prepare you for participation in the selection process and for helping you to understand your potential role in serving the Board you are targeting.

What is the best piece of advice you have received over the years and by whom?
I have received lots of wonderful advice that I had either sought or needed and some advice I was not necessarily seeking but got it anyway – all of it is valuable when the student is ready.

One was from my Manager when I was a young trainee, which was that as a leader, “once all things are considered, you then need to always be firm, fair and consistent”, that way people know what you stand for, what you will and will not accept within reason and can help them anticipate how you would most likely respond with a decision in a given situation. Another is a quote from Maya Angelou, “People will forget what you said, people will forget what you did, but people will never forget how you made them feel”. These words hang on the wall in my study.

In the end, all we actually have around us are people and our influence as Directors goes beyond the workplace and Board room – I try to never forget that.

Who do you admire - either a Director or business leader and why?
As a category, I really admire the founders and owners of private enterprises who put their capital and often their life’s work into a business, create value, employ people, help their communities etc.
I also admire the volunteer Directors and business leaders of NFP’s. Volunteerism is such a noble thing, people working for a cause not applause. If every person who volunteered wore hi-vis we would appreciate volunteers impact more than we do today.
As an individual, I would say Kerry Stokes – for what he has endured, overcome, become and does.

What has been your best career decision?
Marrying my beautiful wife! Without her support and understanding, I would not have been able to take all of the incredible opportunities given to me throughout my career and that I continue to enjoy today.

Followed by taking the opportunity to practice true servant leadership in the cooperative and mutual sectors both as a CEO and Independent Professional Director which has changed my conversations, beliefs and expectations of business.

What do you like to do in your spare time?
The growth and development of people is the highest calling of leadership so I really enjoy leading, facilitating and mentoring a group of 18 CEO’s from diverse industries as a Chair of The Executive Connection (TEC) through monthly peer advisory meetings and 1 to 1’s.
Emerging Director Profile

SHARON WARBURTON GAICD

Member since 2013

CURRENT DIRECTORSHIPS

- Executive Director Strategy and Finance – Brookfield Multiplex Australasia
- Non-Executive Director - Fortescue Metals Group
- Chair – Remuneration and Nominations Committee, Fortescue Metals Group
- Member – Audit & Risk Committee, Fortescue Metals Group
- Director – Princess Margaret Hospital Foundation
- Advisory Board Member - Curtin Business School Asia Business Centre
- Management Committee Member & Treasurer - arcs (Adoption Research & Counselling Service)

Why do you want to be a director?

I’ve found my passion working at executive level in strategic and finance roles in the mining and construction sectors in Australia, UK and Middle East for the last 15 years. I have also been fortunate to work alongside very talented CEOs for multi-national companies. As a result, I have been heavily involved in strategy setting and approval and monitoring the implementation of strategic initiatives. My role includes significant operational and commercial risk management and experience in operational framework and crisis management for large companies. I have thoroughly enjoyed this work because it is about creating a winning edge for a team. It involves many different levers and drivers at a macro, holistic level. Curiosity and a huge amount of creative thinking goes into to finding a better way of doing things, and this genuinely drives me. I welcome the opportunity to continue to work in these areas through directorships.

What has been your greatest achievement in the past year or the one of which you are most proud of?

I was announced as the 2014 Telstra WA Business Woman of the Year.

Until the nomination, I did not realise I had such a powerful story to tell or that anyone would be interested in my personal career successes and the considerable work I do mentoring the emerging leaders of tomorrow.

I use the platform of this Award to showcase how the gender pay gap was eliminated at Brookfield Multiplex. We have a real and immediate challenge, across many sectors and particularly in WA, to eliminate the gender pay gap.

Also as a result of the award, many women have contacted me seeking mentoring support which gave me a huge boost of self-confidence. This led to the creation of www.steelheels.com.au. Steel Heels is an online mentoring toolkit which aims to increase the self confidence of professional working women.

What goals have you set for yourself in the next five years?

I see a space to build on my cross cultural experience. There is great value in understanding cultural references when establishing and operating businesses in other countries. I have significant experience advising Australian companies entering Asia and the Middle East. I see an opportunity for me to be the local board member representing Asian companies with an Australian portfolio.

My 5 year goal is to transition from my current mix of Executive and Non Executive Director roles to a full portfolio of Non Executive Directorships.

My aim is to have a diversified board portfolio which in addition to construction and mining, may also include roles in the real estate, infrastructure, logistics, maintenance services or manufacturing sectors.

I also intend to grow steelheels.com.au to increase the self confidence of professional working women not only in Australia but also in the Middle East where such support is so desperately needed.

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If you could nominate one director or business leader you would like to have dinner with who would it be and why?

I am motivated and inspired by many men and women. Top of my list at the moment is our Foreign Minister Julie Bishop. I admire her ability to stand tall and outperform on the world stage, shine in a male dominated environment and to maintain her health and fitness. I absolutely love her jewellery collection too! I would love to invite her for dinner – I suspect I would have so many questions for her she would barely get a chance to eat!

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Congratulations
Company Directors Course Graduates

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Graeme Dunn GAICD
Vicki Taylor GAICD
Elizabeth Soderholm GAICD
Ian Clark GAICD
Samual Buchanan GAICD
Jason De Silva GAICD
Vaughan Fulmer GAICD
Peter Lorbeer GAICD
Peter Johnson OAM GAICD
Michael West GAICD
Stephen Mawhinney
Angela Doyle
David Richens
Tim Johnston GAICD
Lee Watson GAICD
Timothy Craske GAICD
Alexander Moyle GAICD
Stephen Urquhart GAICD
Ashley Dawson GAICD
Andre Shannon GAICD
Jodie Bayntun GAICD
Michael Stephens GAICD
Michelle Hoad GAICD

Ian Bamborough GAICD
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Chris Tatam GAICD
Ashley Walker GAICD
Geraldine Carlton GAICD
Guy Chalkley GAICD
Adele Stratton GAICD
Craig Byron GAICD
Jee Yen Tan GAICD
Paula Clough GAICD
Sarah Hodgson GAICD
Wendy Clarke GAICD
Kelly Hourston GAICD
Yuki Kobayashi GAICD
Dale Rakich
Ian Milliner GAICD
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Jamie Clarke GAICD
Miriam Sauley GAICD
Stuart Forrester GAICD
Kathleen McCoy GAICD
Joanne Quinn
Lital Hynans GAICD
Michael Loly GAICD
Alistair Swanson GAICD
Philippa Honey
Peter McAppion
Gareth Marriott GAICD
Donna Charlesworth GAICD
Peter Long GAICD
Warren Wild GAICD
Damien Van Pelt GAICD
Sharyn Long GAICD
Justin Hatch GAICD
David Cain GAICD
Maria Micale GAICD
Geoffrey Biazie GAICD
Amanda Frazer GAICD
Adam Maske GAICD
Peter Minchin GAICD
Moira Watson GAICD
Carol Dolan GAICD
Tony Hume GAICD
Elsemarie Dahl GAICD
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Regina Flugge GAICD
Lee Tamplin GAICD
Josie Alec GAICD
Steven Walsh GAICD
Kristine Leo GAICD
Morrie Goodz GAICD
Eva Howell GAICD
Erin Gorter GAICD
Matthew Kenny GAICD
Stuart Marquard GAICD
Louise Ardagh GAICD
Stephanie Allen GAICD
Andrew Canion GAICD
Karen Vernon GAICD
Stephen Eliot GAICD
Jeffrey Vibert GAICD
Cameron Schuster GAICD
Rubini Ventouras GAICD
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Jacqueline Jarvis GAICD
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  Chief Executive Officer, Ord River District Co-operative Ltd
- Alex Ogg GAICD
  Operations Manager, WA Fishing Industry Council
- Rodney Boys MAICD
  General Manager, Bunnings Group Limited
- Michael Collins MAICD
  Director, Flinders
- Richard Simpson MAICD
  Director, Hartley’s Limited
- Andrew Stocks MAICD
  Managing Director, Iron Road Ltd
- Brian Thomas MAICD
  Principal, B D Thomas & Associates
- Graeme Ridler MAICD
  State Manager, Schneider Electric IT Business
- Andrew Gilmour MAICD
  Partner/Director, RSM Bird Cameron
- John Cahill GAICD
  Director, CPA Australia Ltd
- Michael McNulty
  Partner, Deloitte
- Anthony Smith MAICD
  Deputy CEO, St John Ambulance Western Australia Ltd
- Kevin Goss MAICD
  Consultant, Kevin Goss Consulting
- Deborah Lanario MAICD
  Director, The Good Guys
- Fiona Knobel GAICD
  Executive Director, Department of Transport
- Dermot O’Keeffe MAICD
  Executive Vice President, Drilling & Well Engineering
- Brent Jackson MAICD
  Chairman, Shelf Companies Australia Pty Ltd
- Myriam Leonardy MAICD
  Director, Shape Executive

**15 Years**

- John Terpua AAICD
  Chairman, Forte Consolidated Limited
- Kenneth Gottfried FAICD
  Director, Kenrodan Pty Ltd
- Carolyn Stroud GAICD
  Managing Director, The Trustee for Stroud Professional Services Trust
- Gregory LeGuier GAICD
  Director, Solar Cove Pty Ltd
- Paul Depiazzi FAICD
  Chair, JAWP Consulting
- Ian Gregory MAICD
  Principal, The Company Secretariat
- Gaye McMath FAICD
  Executive Director Finance & Resources, University of Western Australia
- Richard Bevan MAICD
  Managing Director, Cassini Resources Limited
- Dean Hely MAICD
  Managing Partner, Lavan Legal

**19 Years**

- Kenneth Palmer FAICD
  Chairman, KGP Holdings Pty Ltd
- Peter Feldhusen GAICD
  Executive Director, FeldCon Pty Ltd
- Solomon Majteles FAICD
  Partner, Lavan Legal
- Alan Oliver FAICD
  Chief Executive Officer, Forum Accounting & Advisory
- Margaret Seares AO FAICD
  Senior Research Fellow at the Faculty of Arts, The University of Western Australia
- Robin Waters MAICD
  Director, Australian Capital Equity
- Sandra King MAICD
  Director, AJK Consulting Pty Ltd

**20 Years**

- Gillian Swaby FAICD
  Director/Company Secretary, Paladin Energy Ltd
- Phillip Crabb MAICD
  Chairman, Royal Resources Ltd
- Michael Cook MAICD
  Managing Director, Camarat Pty Ltd
- Peter Hutchinson FAICD
  Director, Molonglo Pty Ltd
- Alan Winduss FAICD
  Director, United Overseas Australia Ltd
- John Britton FAICD
  Company Director, Rosabrook Holdings Pty Ltd
- Vivian Lawrie MAICD
  Safety Culture Global, Cristal

**25 Years**

- Vern Wheatley FAICD
  Director, Automotive Properties Pty Ltd
- Wayne Ryder FAICD
  Director, W Ryder & Co
- Reginald Gillard FAICD
  Director, Corporate & Resource Consultants
- Gina Rinehart FAICD
  Chairman, Hancock Prospecting Pty Ltd
- Fiona Harris FAICD
  Chairman, Barrington Consulting Group Pty Ltd

**30 Years**

- John Lewis FAICD
  Managing Director, Consultech Consulting Pty Ltd
- Janine Marsh FAICD
  Director, Doepel Marsh Architects
- Dallas Hickman FAICD
  Director, Milbank Pty Ltd
- Gianfranco Tomasi AM FAICD
  Non-Executive Director, Southern Cross Electrical Engineering Ltd
- Timothy Humphry FAICD
  Non-Executive Director, Harvey Water
- Professor Derek Parkin FAICD
  Professor of Accounting, University of Notre Dame

**35 Years**

- Robert Bunning FAICD
  Managing Director, Aileendonan Investments Pty Ltd
Innovation, safety and risk in a Global resources company

Wednesday 12 November 2014
Crown Complex

Our final Directors’ Cut Lunch for 2014, with Andrew Harding, Chief Executive Officer, Rio Tinto Iron Ore was held at the beautiful Crown Complex on the 12 November. Andrew shared his experience and insights on how to manage risk in a global resource company and how they are shaping the future in innovation to increase efficiency and safety.

Andrew was appointed Chief Executive Officer of Rio Tinto’s extensive Iron Ore product group in February 2013, and is accountable for operations and projects in Australia, Canada and India and for Rio Tinto Marine.

In 2013, the iron ore group had net earnings of more than US$10 billion. Its 2014 global production guidance is 295 million tonnes.

Special thanks to our sponsors
Allen Linklaters

Break through the mid-size growth barrier

Tuesday 18 November 2014
KPMG

The inaugural seminar for the Directing Growth Program, a one year blended learning program for owners and directors of unlisted mid-sized businesses was held on the 18 November.

The program has been created for owners and directors of mid-sized business looking to take their business to the next level.

If you would like more information on the program, please contact David Elliott, Program Coordinator - directinggrowth@companydirectors.com.au

Thank you to our program sponsor KPMG
Opening the doors of opportunity

Wednesday 19 November 2014
DLA Piper

The very first Director Pipeline Program (DPP) networking event for 2014/2015 was held at DLA Piper on the 19 November.
Gene Tilbrook FAICD, WA Division President, experienced directors Samantha Tough FAICD and Lucy Stocker GAICD imparted knowledge, shared anecdotes and war stories, celebrating their directorship journey with this years participants.

Thanks to our sponsor DLA Piper

L to R: Louise Ardagh GAICD, Frank Cooper FAICD, Sally-Ann Parker and Anna Dartnell

Nadine Marke and Kylie Wilkie

L to R: Miriam Stanborough, Deborah Lord and Michael Smith

L to R: Miriam Morgan-Hobbs, Madeliene King and Sudha Narthakumar

Behind the scenes of IROC

Tuesday 14 October 2014
BHP Billiton IROC

On the 14 October, our Fellows were provided with an exclusive tour through the BHP Billiton Iron Ore Remote Operations Centre (IROC).
BHP Billiton Iron Ore has taken a major step in their innovation journey, they have centralised control of their Integrated Remote Operations Centre (IROC) into the one facility in the heart of Perth. The IROC facility includes a world-class, purpose built control floor providing BHP Billiton Iron Ore with a comprehensive real-time view of the entire Western Australian Iron Ore network.
Thank you to BHP Billiton Iron Ore for hosting this event.

Many thanks to our Fellows Program sponsors Herbert Smith Freehills and ANZ.

Safety Presentation prior to the Tour

L to R: Louise Ardagh GAICD, Frank Cooper FAICD, Sally-Ann Parker and Anna Dartnell
Wrap up of the regions

2014 was yet another successful year for the WA Division of Company Directors Regional events program. Visiting 4 regions throughout the years, we delivered 11 events, showcasing a variety of speakers.

The 2014 Not-for-Profit roadshow was a highlight, visiting Bunbury, Albany and Geraldton and attracting over one hundred attendees. Moderated by WA Division president Gene Tilbrook FAICD and supported by Kevin MacDonald, the speakers and panels, featuring local Directors, discussed the challenges and trends facing the Not-for-Profit sector. Each event drew unique questions and perspectives from the attending crowds, and the series was considered a success.

Frank Cooper AO FAICD also generously gave his time to speak in all four regional centres in 2014. Presenting to over 200 attendees, Frank shared his thoughts and insights relating to leadership, providing personal stories and highlights from his career. Frank’s last engagement in Albany on 28 November drew the largest crowd for the year with over 70 attendees. With the event being supported by Great Southern Grammar School, Frank also delivered a speech to a group of year 10 students.

Also featuring a site tour to an abattoir and a presentation for education based boards, the regional program in 2014 was enjoyed by over 500 attendees.

We are hoping to once again expand on that audience in the new year, aiming to deliver high quality speakers and provide ample networking and learning opportunities for our regional members and their communities in 2015.

Boost your international director performance

Further your global director status by gaining the essential skills and knowledge that will boost your performance and have a long lasting impact on your director development.

International Company Directors Course dates:

- 5 to 10 March 2015 – Hong Kong
- 4 to 9 June 2015 – Singapore
- 9 to 14 September 2015 – Shanghai
- 19 to 24 November 2015 – Bali

For more information or to enrol visit w:companydirectors.com.au/icdc

AUSTRALIAN INSTITUTE of COMPANY DIRECTORS
Giving a gift of meaning

Ant Clark  
Manager Southern States  
Opportunity International Australia

The WA Division of the 
Australian Institute of Company 
Directors selected Opportunity 
International Australia as its 
charity of choice for the 2014 WA 
Division Christmas Long Lunch 
in December 2014. Offering a 
hand up rather than a hand-out, Opportunity provides small 
loans to families in developing 
countries to help them start small 
businesses, earn incomes and 
leave poverty behind.

As part of the Christmas 
Long Lunch, guests showed 
their support by purchasing 
items from Something Bigger, 
Opportunity’s charity gift 
catalogue. From ducklings and 
piglets to handlooms and boats 
– each gift represents a common 
item bought by a family in 
poverty with a small loan.

Sunita is one such mother 
who struggled to provide for 
her children. Living in the 
slums of Delhi, India, Sunita 
took out a small loan of 
Rs.7,000 (A$129) and used it 
to purchase piglets, breeding 
them at a farm nearby.

Today Sunita’s farm has more 
than 60 pigs. The income she 
has made from her business has 
meant she can provide proper 
meals for her family and even 
send her children to school.

Not only that, she has now 
started a second business – a 
market stall – and is even 
employing others in her 
community, providing an 
income for them, too.

Suzanne Ardagh (BA, MBA, 
MAICD), International Division 
Manager of the Australian 
Institute of Company Directors 
has also been an Opportunity 
Board Director since 2012.

On an Insight Trip to the 
Philippines with Opportunity 
staff and supporters, she met 
some young women who 
were loan recipients. “It was 
inspirational to see how a small 
loan can transform the lives of 
families trapped in the poverty 
cycle,” she said.

The Something Bigger 
charity gift catalogue runs 
all year round and can be 
used as a stand alone gift 
or as an additional gift for 
birthdays, Easter, Mother’s 
Day, Father’s Day or Christmas. 
For more information, visit 
au.opportunity.org/something-
bigger. Opportunity would 
like to extend its sincere 
thanks to the WA Division 
of the Australian Institute of 
Company Directors for being 
selected as their charity of 
choice for the Christmas Long 
Lunch – your support makes 
such a difference!

“Today Sunita’s farm has 
more than 60 pigs. The 
income she has made 
from her business has 
meant she can provide proper meals for her family and even send her children to school.”

Opportunity helped provided Sunita with a small loan for her farm

BOARD ADVICE

WA’s leading specialist in the search for Non-Executive Directors and Chairmen.

To:-
- Find out how Mike can help you find the right director for your organisation
- Determine if you should be on his database of suitable candidates

Contact Mike:-  BOARD ADVICE Principal, Mike Horabin FAICD  
Email: horabin@gmail.com  |  Mobile 0417 344 388  |  Phone(fax) (08) 9245 1551
Sponsors

We would like to thank our event sponsors for their generous support of Company Directors Between July - December 2014

Allens x Linklaters  
ANZ  
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Georgiou  
Great Southern Grammar  
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KPMG  
Lavan Legal

Pitcher Partners  
PwC  
RSM Bird Cameron  
Stevenson Barradale (Mataura) Alliance

iiNet Limited  
Iluka Resources Ltd  
JLT  
KPMG  
LandCorp  
Lavan Legal

Link Market Services Limited  
Murdoch University  
Nido Petroleum  
Paterson Securities Limited  
Pitcher Partners  
PriceWaterhouseCoopers  
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Shell Australia  
St John of God Health Care  
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RAC of WA  
The University of Western Australia  
WA Super  
Water Corporation  
Wesfarmers Ltd  
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Wine sponsor:

Corporate partners 2014/2015

We would like to thank and welcome our 2014/2015 corporate partners of the Western Australian division

Allens  
Australian and New Zealand Banking Group Limited  
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BDO  
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Cedar Woods Properties Limited  
Clayton Utz  
Clifford Chance  
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Curtin University  
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Edith Cowan University  
EY  
Gerard Daniels  
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