

BIG KAHUNA LEADERSHIP SURVEY





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Executive Summary

Earlier this year, I was becoming increasingly depressed after reading the gloom and doom of media reports describing the global financial crisis. The inevitable conclusion from this market analysis seemed to be that we might as well all just give up and go home. Of course, that would not be leadership. So, I started talking to senior leaders individually about how they were responding to the challenges they faced as a result of the economic environment. They presented a vastly different picture to the views generally being presented in the public domain. I discovered that whilst it is true that they are being severely challenged, to an extent not experienced in the past fifteen to twenty years, they are nonetheless optimistic about the future and rising to the challenges they are facing. In general, they are creating opportunities from adversity.

These individual conversations lead to the idea of 'The Big Kahuna' Leadership Survey.' The aim was to collect the views of fifty influential business and community leaders, with the dual aim of both countering the negative analysis in the market place and providing an opportunity for a dialogue between leaders on what it will take to meet the challenges ahead.

I asked the Big Kahuna respondents the following three questions.

- What is your key leadership challenge over the next twelve months?
- What are the top 2-3 attributes that you and leaders around you need to meet those challenges?
- How are those attributes best developed?

The assumption behind the first question was that our response to the challenges presented by the economic environment is first and foremost a leadership challenge. This assumption was unanimously supported by the interview respondents. The second question was designed to reflect on the key leadership attributes that it will take to meet the challenges ahead. This is not so much a question about what activities to perform, but rather what are the qualities that will be important to deliver on those challenges.

¹*Kahuna is a [Hawaiian](#) word, defined in the [Pukui & Elbert \(1986\)](#) as a "Priest, sorcerer, magician, wizard, minister, expert in any profession." (See also [Ancient Hawaii](#))*

The third question was aimed at expanding and pooling the views of leaders about how best to develop those attributes, so that we can more reliably reproduce the leadership qualities that are critical to success.

There were no right answers to any of the questions. What became apparent is that given time to reflect, leaders do have their own answers to these questions. The interview process helped them step out of their day to demands and tap into the wisdom they have on these topics.

I was inspired by all the responses and the generous spirit in which everyone participated. I came away with a much more positive view of the future and at least fifty new insights. The verbatim responses from the interviews are contained later in this report.

Everyone had a unique perspective, a valid way of viewing the world that makes a difference. I gleaned a piece of gold in every conversation, some insight that I had not had before. It underscored for me the value of sharing these perspectives with other leaders. In fact, at some point in nearly every interview, respondents said that the interview had been a valuable opportunity to step out of the demands of their job and to reflect on the future. They then invariably asked, "What's everyone else saying?" It became clear to me that one of the advantages of presenting this summary of the views of all respondents is that we can enrich our own perspective by viewing the world through the eyes of other leaders.

In summary, one of the key findings from the survey was that regardless of the duration of the global financial crisis, 'waiting and seeing' is not a leadership option. The interviewees were critical of the general mood of waiting and seeing that is causing many companies to be paralysed. Their point is that while most of the respondents believe the global financial crisis will inevitably end, the tendency to 'wait' until it's over to return to business as usual, is fundamentally flawed. More specifically, the leaders felt that the world may look very different when and if economic conditions improve. It may therefore be necessary to fundamentally re-examine our vision, business model, strategy, client base and employee engagement. They suggested that the key leadership challenge is taking action consistent with a longer term vision for the future, rather than waiting until it's all over.

Their response to the question about the key attributes needed to meet the leadership challenges ahead was to emphasise the importance of communication, resilience and confidence. Views on how to develop those attributes focused on the value of highlighting role models, learning through experience and exposure to a range of leadership opportunities. They were less enthusiastic regarding the value of classroom based learning for development of these key attributes, a view supported by research indicating that up to ninety percent of learning is done informally. ²

² ***taking the training out of organisational learning***

why we need to know less and learn more

Charles Jennings, Global Head of Learning, Reuters

http://www.educationau.edu.au/jahia/webdav/site/myjahiasite/shared/globalsummit/gs2006_jennings.pdf



The idea of observing what successful leaders actually do, also leans on some important influences. John Kotter challenged the conventional view in 1990³. He suggested that what leaders really do was quite different from what the textbooks were saying leaders should be doing. The 'Big Kahuna' leadership survey was influenced by Kotter's work as well as a more recent book, 'The Three Laws of Performance.'⁴ In this book, the authors suggest that leaders can shift how the world occurs to people through powerful future based language. This 'Big Kahuna' leadership survey and report is designed to be a catalyst for a leadership conversation about a bold future.

A handwritten signature in black ink that reads "B Donovan".

Brian Donovan
Director, Donovan Leadership

³ "on What Leaders Really Do," By John P. Kotter (Harvard Business Review, Cambridge 1999)

⁴ "The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life," by [Steve Zaffron](#) and [Dave Logan](#) (Jossey-Bass 2009)

List of Participants

- Barry Borzillo, CEO, Tenix Solutions
- Bob Yeates, Managing Director, East Gippsland Newspapers
- Brad Jones, Managing Director, WING Cambodia
(Subsidiary of Australia and New Zealand Banking Group)
- Bruce Akhurst, CEO, Sensis
- Chris Stevens, Chief Operating Officer, Vanguard Investments Australia
- Colleen Arnold, General Manager, GBS Strategy, Global Consulting Services & SOA
Solutions, Global Industries and Global Application Services, IBM Corporation (based in USA)
- Craig McGrath, Business Development Manager, Lynx IT Pty Ltd
- Darren Kirsop-Frearson, Managing Director, The Bridge Networks
- Dean Phelan, Executive Director, Adesse Pty Ltd
- Denis McGee, General Manager Business Technology Solutions, National Australia Bank
- Doug Campbell, Chairman – Operations, Acacia Alliance
- Dr Martin Vogel, VogelPercy
- Frank Cicutto, Chairman Chord Capital Pty. Ltd.
- Franklin Rozario, Head of Projects, Business Bank, National Australia Bank
- Garry White, General Manager, Digital River Pty Ltd
- Geoff Avard, General Manager Strategy, Sensis
- Gerry Moriarty, Chairman, Macquarie Communications Infrastructure Fund
- Gerry White, former CEO, Education.au
- Graham Gourley, Director, Niche People

- Ian Alcock, Managing Director, Vanguard Investments Australia
- Ian Noble, Chief Executive Officer, Uecomm
- Jan Begg, Director, Azulin
- Janet Matton, VP, Sales Enablement, IBM Australia New Zealand
- John Wood, Executive Director, Human Resources, Telstra Networks and Services, Telstra
- Kathryn Watt, General Counsel and Company Secretary, Vanguard Investments Aust. Ltd.
- Kim Lovegrove, Managing Partner, Lovegrove and Lord, Chairman Building Practitioners Board Vic
- Les Trudzik, Executive Director, The Allen Consulting Group
- Les Williamson, Vice President Australia New Zealand, Cisco
- Lyndie Spurr, Senior Manager Complex and Comm. Care, Nillumbik Comm. Health Service
- Marianne Matin, National HR Manager, Audit, KPMG*
- Michael Henry, Chair, Oxfam Australia
- Michael Ullmer, Deputy Group CEO, National Australia Bank Limited
- Mike Lawrey, Executive Director, Network & Technology, Telstra
- Noel Turnbull, former MD Turnbull Fox Phillips, Public Relations
- Paul Crisp, State Manager Corp. Affairs Vic/Tas Telstra Public Policy & Communications, Telstra
- Paul Rizzo, Board Member, National Australia Bank
- Peter Mahon, Chief Executive, Royce (Vic) Pty Ltd
- Peter McMullin, Deputy President, Victorian Employers' Chamber of Commerce and Industry (VECCI)
- Phil Sloper, Federal Region Manager, ACT, Oracle Australia
- Phil Watson, Principal, Fish & Nankivell Ogilvie Watson Executive Search
- Quinn Pawson, CEO Prahran Mission (Not for profit organization, Uniting Church)*



- Richard Mullaly, Chief Executive Officer, Medical Practitioners Board of Victoria
- Rob Grant, Chief Executive Officer, Pacific Hydro
- Robert Milliner, Chief Executive Partner, Mallesons Stephen Jaques
- Roger Poole, Chairman, Bates Smart
- Ross Fowler, Vice President, Service Provider Verticals in European Markets, Cisco (based in UK)
- Shelley Roberts, CEO, Tiger Airways*
- Tom Verhese, Director, Cultural Synergies
- Tony Arnel, Building Commissioner and Plumbing Industry Commissioner, Victoria
- Vince Pizzica, Head of Strategy, Technology & Marketing, Thomson (based in France)
- Vish Padmanabhan, Partner, PricewaterhouseCoopers Australia

*Interviewed by Noeleen Carey, Executive Coach

Question 1

What is your key leadership challenge over the next twelve months?

- We need to more narrowly define what customers we work with and which we don't – reuse of our IP base – look at customers that can use our capability – going through good growth – need to build their IT - clients are maturing and growing – they need us – better to do it with us vs. doing it internally – mergers and shake out in market place is creating opportunities
- Market for IT people is still tight – less permanents needed but more contractors – major issue is availability of IT skills – not many Gen Y in IT roles – challenge to get them
- Avoid stupid discretionary spending – take a risk – faith – people want to be part of a community – don't believe in media reporting – invest in people – show you are supportive – teamwork is critical – executives may need to take a pay cut
- Different world – few have experienced before – world has changed – may never return to what we knew – hunkering down and waiting will not be enough
- Think differently – in near term and flexible about what model can return to after the recession - where will the power bases of the world be – could be a change in the world order
- Availability of capital will be a major constraint – banks gone from largesse to risk averse – how to operate in a different capital market – e.g. small businesses can't get loans – need to access capital in a different way
- Success equals value for shareholders – look for other opportunities – need to be clear on your responsibilities – more important than ever to get clarity about vision and strategy – the world will not return to previous debt levels
- Rise of India and China – middle class wealth can generate consumption for them to replace what's lost from USA and Europe
- Need to find innovative solutions for business – need to lower costs but is cutting staff the right answer – some people looking at other ways



- 47% of people hoard knowledge – 35% people provide support system and look after things – 11% of people make decisions based on facts - 7% people dreamers/visionaries – CEO's are mostly decision makers – part of 7% who make decisions based on what it looks like
- Leader engages with issues, not problems – converting crap to fertiliser – opportunity to learn and grow
- GFC will come and go – challenge of climate change remains – built environment is one of the big contributors – PM announced new stringencies at COAG – leadership challenge is to not be distracted by other events - focus on climate change
- Make a difference - looking at what's needed - causes you to think what's it all about – this world exists through what we make it – greed and win/lose has fallen apart
- Leadership challenge – let's not create another version of the world that was problematic – take a world view - countries, private enterprise and individual level – don't default to what we have always done it this way
- Giving back - get more from doing that – listening – it's not a scarcity problem – we were focussed on what we could get
- Now we have a rich pool of assets that we have not looked at – China, India have high levels of education – have not looked at the opportunity of that – what are we doing to create opportunities e.g. mobiles created value – what else is there
- Take actions toward the holistic outcome – create a better world for people – world will develop more of a conscience – providing value for clients is the primary motive
- Smoothing peaks and troughs of the programme - making sure people are not overly distracted by new ownership arrangements - relaunch the company to existing customers
- Open minded and flexible – looking for opportunities in adjacent markets –e.g. utilities – can save them hundreds of millions
- Australia needs to network globally – link to the world – get to know USA/Canada, Israel, NZ, Singapore, Thailand, Korea, Japan
- Use Shackleton principles....

“Wanted. Men for hazardous journey. Low wages. Bitter cold. Long hours of complete darkness. Safe return doubtful. Honour and recognition in the event of success.”
Ernest Shackleton’s 1907 ad in London’s Times recruiting a crew to sail with him on his exploration of the South Pole.

- The same challenge that we always face – contextual – making sure everyone’s leadership potential is maximised
- Things may never be the same again – good time for regulators in the new era
- Some people have not gone through it before – need coaching and encouragement – keep spirits up – challenge to recalibrate expectations – manage shareholder expectations and staff
- Everyone under pressure with budgets – need to understand their motivations – e.g. can provide savings
- Goal is to come out of GFC better than we went in - climate change will be a big driver - need to run two agendas – business and climate change
- Capital constraints will sort out those that should/not be in business – if you have a weak balance sheet, you won’t make it
- Greater understanding of cash flows – successful in raising new debt/equity – banks could be constrained for 3-5 years – growth expectations may not be met
- Getting people to understand leadership across cultures – global leadership
- Every 3-4 years there is a crash – chance to calibrate business with the real world – mandate to make the changes that are needed - never let a good crisis go to waste
- Engage parent company in discussion of future – reconcile that the world has adversity in it – we don’t plan sufficiently for such events – we should protect our values – don’t just retrench people – ask for bigger commitment from them
- Comfort with ambiguity – for the next 3 years or so – get comfortable or get out - capital was king – now bad debt is the major threat – how does the Government keep providing services – can’t keep printing money
- USA economy may never recover – e.g. Japan never recovered from the ‘90s



- Need to take action quickly – not procrastinate – remove costs, headcount – public image of large organisations is poor
- Closer alignment between government and business – talk about it but it's not happening at the right level - how to grapple with climate change issues – dysfunctional between State and Federal Governments – level of understanding in community is poor – issue is beyond argument now
- China and USA addressing climate change – Australia now grasping the issue – more awareness programs needed
- Move away from 'wait and see' – instil more optimism – promote growth – set up teams to address issues – want to crash through the 'wait and see' approach
- Leaders need to step up to address the 'wait and see' approach – not get too deep into analysis – more like a footy team – more flexible in moving people around
- USA economy may not recover – China is the end game – different paradigm – China more aggressive on price – more confidence in their ability to deliver on commitments vs. India
- Business performance first and foremost – set realistic parameters – not too low or too high - can under react or over react
- Markets are getting harder – want to tell organisation the direction we are headed – difficult when “it's going to hell in a hand basket.”
- Business needs leadership that demonstrates experience in managing in difficult times – appreciation of environment that is more accountable and transparent
- Take organisations to next level of excellence with changing direction of the planet – position our organisations to become responsible across the region and the whole planet
- Completely new approach to how we do things – improve quality of boards – they have allowed non-performers – need to represent equity holders more
- Managing downturn while spotting opportunities for the future – go back to basics on cost control – could be possibility of new markets – growth – while everyone else is battering down the hatches
- Do what you can do to keep good people - cash generation is critical – can't run out of cash

- Continue the vision of business/technology linkage – articulate it as a journey – no end point
- Have a deeper execution model because of technology – but middle management still conservative
- Forgotten group is front line sales managers – they need attention – senior management approaching them directly
- Hard to find managers in Cambodia over age 35 – intellectuals were all killed – people still reluctant to take the lead
- Cambodia is a growth business – need to move quickly – urgency is not part of local culture - GFC means need to take action urgently – garment industry hard hit by US economy – need to respond quickly
- Communicating optimism and realism – it's no longer party time – but it's also not panic time
- Need to protect the family – hold on to good people – bring people along for the long term
- Need to rethink the way we choose clients – competitors doing massive discounts – affects our value proposition – auction purchasing going on in government contracts – not as focused on value
- Opportunities in adversity – companies need to build up their profiles – need help with communicating their message
- Take an optimistic view – however will reduce debt in case we get caught – cash flow is now really important – don't want to become dependent on banks – they have become conservative
- Time to reinvent the business – Gen Y need leadership – lots of young people with two loans
- Sticking to the strategy – not giving up – not burning loyalty to customers
- Impact of GFC on talent availability – McKinsey article on 'Making Talent a Priority'⁵

***5“Making Talent a Strategic Priority,” by Matthew Guthridge, Asmus B. Komm and Emily Lawson
(The McKinsey Quarterly 2008 Number 1)***



- Staying true to the strategy if that is the best outcome – may need to moderate costs – customer service will win out – implies that we are here for the longer term
- Becoming media savvy – ensure older generation understand social media – instantaneous communication – different emphasis now – speed of things has changed
- Distinguishing urgency vs. importance – learn to manage disappointment with integrity – not compromising on your values
- Skill up as a generalist manager not a specialist – prepare for the upswing – create business case for more L&D funding – good time for professional development
- What we are shedding in established markets, could contribute to growth in emerging markets
- Over communicate – acknowledge the reality and paint the picture of the future – provide a stretch objective – appreciate people
- Established markets – move to contribute to growth markets – growth markets coming not just from traditional BRIC economies – includes all Eastern Europe, Asia (excluding Japan) – paint the picture of the excitement of the growth markets – 150 volunteers responded to expressions of interest for opportunities in growth markets
- This is not a temporary issue – expect to tear out structure – will not ever return to the way it was
- Keep people focused on the need to build for the future while dealing with tactical problems of today – working over longer term horizons – recessions start and finish – the frame of mind is important – while not diminishing the challenges people have
- Can't afford to waste a good recession – will inform how our customers think about us – need to be taking a longer term view with customers – growing market share
- Good value available – paid 20% less for a US business than the vendor paid 2 years ago – need to be looking for opportunities – thinking longer term
- Question about priorities setting priorities – taking a strategic view – organisations that are doing this are doing well
- Re-engineer our business to meet an era of volatility – fragility of confidence – challenge to take the survivors and look forward – re-engineer our processes – get productivity increases through technology

- Motivating people – convince them they have a future – if you have got energy and resilience can meet the changes – hold on to good people – have to let cohort of leaders go who were recruited when criteria for long term leadership got stretched
- Major change – changed markets, processes – helping organisations change – lots of good strategies but need a credible plan
- Breakdown in communication between top and middle management – finding new ways to reach down to the bottom and activate their involvement – middle management still inwardly focused – get all layers of organisation involved in finding ideas and identifying trends
- Fiscal management – focus on cash – difference between P&L and cash on hand – some people got caught because not in control of cash flow
- Challenge for public companies – relationship between CEOs and boards – some boards play too much of a role in running the business
- True leaders understand the business from the ground up – e.g. Leigh Clifford – gift of being able to talk to people at all levels – must know what person on front line is experiencing – success will come from utilising people's experience – especially those who have seen downturn before
- Key challenge is to save to invest – intention is to come out stronger than when we went in – not focused on headcount for savings – does not position the company for the future
- Scale of opportunities is unparalleled – 50 corporate initiatives this year c.f. with 2-3 in previous years – command/control structure will not allow that scale – setting up councils to address the opportunities - work groups to implement – using web to collaborate – migrating to virtual and collaborative approach – clients interested in emulating
- Time to execution, aligning to market transitions (opportunities), aligning all aspects of the company to drive business relevance for customers and partners
- Prepare companies for recovery of economy and future growth opportunities - get debt ratio under control and reduce all costs while retaining key staff for future recovery period



- Maximise revenue through focussed advertising and increased sales activity in core business only - do not be tempted to delve into new markets (the illusion of greener fields). Be cautiously optimistic and "stick to your knitting"
- Changing nature of society and clients needs and the ability to change organizational life to meet those needs - changing trends and how to foresee them and how to meet them - maintaining a connected motivated workforce
- Keeping a strategic and long term focus when today's environment has such a short term results focus. Think, plan and respond in a strategic way
- Keeping up resilience – do I understand myself well enough to be a leader and a role model displaying respect & recognition
- How to communicate across all generations in a way that meets their individual needs
- Aligning the culture with the business model - making Tiger a great place to work by finding the balance between productivity and lifestyle for crew - delivering the business plan through empowerment of the team
- Keeping the business focused on the basics and what is IN your control; customer service, activity levels, going the extra mile
- Limiting the affect of 'noise' in the business from the market, media doom/gloom, etc
- Maintaining margins/profit through innovation; the need to be creative is still required in order to strip out unnecessary cost and thus maintain margins in a tight market
- Deleveraging across the globe – world will be different on both the demand and supply side
- US economy may not recover – Europe reluctant to change - seeing a seismic shift in world economy – game has changed - shifting to China, India and Middle East – could take the next fifty years – it's an issue for our kids – how do we adapt to that – ignore the shift at our peril – question of when it occurs, not if

Question 2

What are the top 2-3 attributes that you and leaders around you need to meet those challenges?

- Team based, not directive, warm and considered – ability to build up people’s weaknesses – ability to lead in a considered manager – balanced lifestyle – need to ‘be’ people focused – not just talk – e.g. not working people over Easter – people come back to work with us
- Customer facing people need to be mentally strong, work through that with customers – MD does not get upset with customers – don’t take things personally
- Integrity and courage – brave in the face of adversity – fairness – cant take a bonus when things are going bad
- Extreme versatility – enormous vision – integrate what’s needed/not needed
- Flexibility – think laterally – no sacred cows – clarity of purpose – clarity of conviction – speed – e.g. capital availability – act quickly – plan ahead of when you need to start, e.g., one year before – look ahead at technology trends
- Intuition and judgement – need to trust ourselves and back our judgements – persistence and tenacity important in these hard times – resolve that you will succeed – passion for achievement – what you believe in – that inspires others
- Old skills won’t do it – need to learn and grow
- Stay focused on bigger picture - maintain skilled workforce – hold on to resources in difficult circumstances – people don’t just leave firms, they leave industries – be inventive about keeping people
- Passion for an idea – refer Obama view – more sustainable world – longer term strategic view
- Take a stand – reflective about what is – know what you are dealing with
- Commitment to act – engage others – not taking normal response from people
- Basis for taking decisions is a longer term view – stand for what is right and weather the storm – taking a holistic view and stick with what’s inherently right



- Ability to engage people – get them to do better – take an average team to star performers
- Need initiative – come with ideas – lack of people who can do that – more business development needed
- Open minded and flexible – looking for opportunities –e.g. utilities – can save them hundreds of millions
- Patience – sense of timing – listening for motives – understanding of the business
- Networked people skills – visionary – seek out opportunities
- The type of leadership that ensures we don't fail to take risks – though not risks to the future of the organisation
- Don't have to do everything – could take on contribution from others
- Painting a vision – more important now than ever - creativity – find new sources of growth – demand to do more with less – create the space for people to keep looking – supportive style of leadership
- Portray credible outcome for the future – new ways to do things
- Be able to get along with everyone – recognised as someone who can help solve people's problems - ability to manage relationships – open doors when people are reluctant
- Be seen as a statesman – thought leader – sought after by others – need to focus on cost
- Manage cash flows more
- Communication challenge – keep staff appraised of GFC – provide certainty at board level – also requires communication down

- Being a thought leader on climate change requires ability to stay focused on long term issues
- Can use this as an opportunity to move people on – re-employ better people – Gen Y may be more humble as a result of this experience
- Ability to deal with ambiguity – especially global distance, culture and time
- Self awareness – how do I come across – how to build rapport across cultures
- Thinking time – step out of yourself
- Business piece in society – need a conservative view – investors need cash – more risk awareness
- Need to take a 5 year view – contingent thinking – what could happen – restate what vision means – sustainable company for the future – vs. 1 year planning – have to know who you are – what's your mission
- Discriminate input received – not taking newspapers as gospel
- Business banking – looking for grey haired people
- Ambiguity – decisions based on 80% of facts – time is of the essence
- Teach how to manage risk – have people sensitive to all the risks – Enron failed because no 'whistle blowers'
- People open to discussion in Chatham House rules – safe to talk outside the political environment
- Persistence – never let up – take the longer term view
- Politics and business worlds need to understand each other – business has responsibility to be involved
- Quick vision – incisive and take risks
- Motivational – e.g. good projects which play to people's strengths – desire to change themselves
- Need to be excited about it – scary - opportunity seeking

**"Buy when there's blood in the streets, even if the blood is your own."
-Baron Von Rothschild-**

- Resilience and determination – can weep in the bathroom but then come out
- Not just asking people to do more – expectations are fair
- Communication – need to say things over and over – particularly hard when you don't now all the answers – say I don't know – not trying to hide
- Leaders who can work with public institutions – increased transparency – look at the greater good – not just their pockets – e.g. Obama criticism of car industry
- Personal accountability – long term focus – personal commitment and transparency – integrity
- More diversity – take excellence from wherever it comes – we are too US centric – look at China and India
- Paradoxical – need soft human relationships – allied with hard cash flow – manage both those
- Resilience – well trained people – adaptability – message from Darwin (200th birthday) is adaptability – never more important to be innovative – was a lot of complacency around
- Consistency of leadership – ruthless adherence to agreed leadership behaviours – need to measure them – assess and reward people – invoke consequences if not met – more collaborative style needed now
- Resilience – start up business so have changed strategy – need flexibility to change - need energy to keep going
- Confident decision making – confident communication – highlighting strengths over our competitors
- Have a long term perspective – ensure leadership is taken at lower levels within the organisation
- Need to take action – can't wait and see

- Confidence – absolute confidence in my own ability to succeed and deliver in this somewhat uncharted economic environment
- Finely attuned financial acumen
- Communicate the vision – trigger action with staff, suppliers – use data and research – competitor analysis
- Vision – what business do you want to be in – what is the capability that I need – e.g. diversified workforce – right mix of contractors and permanents
- Integrity and trust – people will want to follow you – can't build on the spot – comes through being trusted in the industry – if you are firm but fair you will gain respect of others
- Maintaining composure – if you have calm and strength then wisdom flows from people you are working with – they have the expert knowledge
- Simplicity – need to decipher all the complexity – not lose focus – break into chewable chunks
- Not getting caught into hype presented by politicians – poor examples being set
- Need to do a personal audit – take an objective view of where you need development – prioritising where I am going to focus – discipline yourself to develop – coach/mentor can help
- Showcase positive role models – provide coaching to leaders – tie their personal changes to what needs to be done – relate coaching to their objectives
- How to become good corporate citizens in developing countries – tap into employee base that we did not even know we had – Harvard studying outcome of leadership volunteer assignments
- People make the difference – products are much the same as competitors – critical difference is interface between staff and customers – therefore a critical element of leadership is the way that people are motivated and rewarded
- Need empathic style – not dictatorial style – genuine care for people – people want to work for organisations that care for them
- Capacity for lateral thinking – difference between management and leadership – inspiring people – they can come up with ideas – identify those great ideas



- Decisiveness – collaborative process BUT ultimately a decision has to be made – make the decision at the right moment – objective and fact based basis for decisions – people scared to make decisions because of negative public opinion
- Capacity to think strategically - personal integrity – comfort about self
- Confidence in capacity to be strategic – even though you don't have all the answers – identify what you don't know and recognise that you don't know it
- Degree of aloofness – not hanging on the emotions of the choices you make – not taking things personally
- Understanding commercial realities of business – if you are not in the middle of it then it's not going to happen
- Relationships are key – developing and keeping relationships – understanding what clients want – where is the money – why go overseas to give your work away – reject regrettable practice of doing work for nothing
- Chinese trading culture – different business ethic – no easy recourse to legal system – have to hand over the money when the service is delivered – Australians are babes in the woods
- Communication skills – make it understandable to people – written and oral – how to use technology for communication including social networks – people need to be constantly hearing from you – need to be honest – people respect honesty
- Some people afraid to highlight problems – get tough with unacceptable behaviour – invoke consequences - need to build trust – can't change the rules at the last minute
- More attention on understanding the business – knowing what's going on - need marketing and financial control together
- Relationship skills – understand where people fit – value contribution of others – provide strategic direction but also understand what is happening today
- Collaborate, learn, execute, accelerate and disrupt - use technology to cause market disruption – identify transitions in market – e.g. Skype caused disruption in traditional telecommunications market
- Courage, optimism, vision, clarity and careful planning for alternative scenarios - the recovery may well be underway in your sector or it may be delayed by a year or more

- Be ready for all possibilities - be careful and frugal until trend is well established
- Developing the capacity to understand the outcomes of what we do
- Managing in a sustainable way, the competing interests & volumes, whilst remaining highly active and engaged
- Staying connected & communicating with staff & stakeholders – Values v Mission
- Resilience - maintaining a thinking mindset - managing performance and holding people accountable
- Passion, commitment and capability
- Be decisive – make the necessary decision quickly with the data you have - indecisiveness is a killer
- Reinforce clear objectives and direction
- Maintain clear and strong communication to staff and customers alike.
- Ensure alignment across the business, everyone on the same page
- Behaviour – lead by example, integrity, respect, honesty and have fun.
- ‘A’ squared = activity & attitude
- Understanding your position, strategic plan, game plan, communicate, align and execute
- Need to be more visible internally – people suffering – understand the pressures they have at home - give hope and aspiration to people – they are worried about their jobs – put yourself in their shoes
- Work out options so people don’t lose their jobs – take a pay cut – sliding scale – e.g. 40% CEO to 5% for front of house staff – keep superannuation levels the same – need to be more creative in looking for ways to keep people

Question 3

How are those attributes best developed?

- Look at individual needs of each person - e.g. guy that needed nurturing – satisfying to see people blossom – grew up in the process – reviewing performance with people very few months – instances of where we are happy – where we see the need for development – candid responses to criticism – need to demonstrate qualities we are seeking in others
- Ensuring that we have the right cultural fit at the recruitment phase
- Challenge people to achieve a big goal without being told all the steps
- See the problem – give them the skills to help them in how to resolve problems
- Coaching and external leadership programs can help
- Look at areas to diversify – regulated industries – gas, electricity, telco and vendors – forget manufacturing and auto industries
- Government Departments investing in IT upgrades – ATO, Health, Defence – look for opportunity in adversity
- Review leadership team to ensure they have complementary skills – get them to work as a team – take a snapshot of the team - analyse capability - plan for the future - address the gap
- Learning skills – greater utilisation of the brain – through meditation
- Through life experience and role models – need to learn from others – see others with those abilities – conversation with others about what is needed – commitment to deliver
- Learn and grow – accept the facts - bubble has gone – however wealth is in the people – will be another bubble
- Learn to let go – hoarders of knowledge will have trouble
- Executive team tuned into issues – shared vision – communicate to organisation as a whole

- Focus – corporate planning drives to bigger picture – needs consistency of language – the way you tell the story
- Discussion about the future – longer term view-better to solve a need in a pro-active sense – do the seeding, thinking – so they are ready
- Leaders job is not to be busy - being connected and available – need to walk the talk
- Conversation with other leaders about leadership – true leadership - what it takes to be strong in collective leadership – shared understanding – be prepared to address as a team – no time for domain oriented approach to leadership, i.e. I run my patch and you run yours
- Organisations don't fully utilise the bigger game view and the team approach – the world has become a small place - lot more melding - what about if USA may not be the world economic leader after recovery
- Take on a conscience about what we can give – leadership is the catalyst that turns it into something
- Lead by example – e.g. alternative trade shows – meet other people to the ones we meet normally – new layer of people to meet – new markets – contact industry bodies – get new list of people – running seminars on new subjects
- Looking at what we can provide to existing customers-how can we help them increase revenue - move outside the comfort zone
- Plenty of light at the end of the tunnel – GFC is an excuse for some companies that were not going well to lay off people
- Get connected – build networks – what meetings do I need to attend – what do I want - networks 1) in your head 2) people network and 3) electronic network – collaboration – comes from a different mindset
- Leaders must become masters of unmasking disguise – people disguise their true thoughts
- Executive coaching – take a risk – let go
- Time for 'musing' is critical
- Contribution from others – comes from confidence in yourself – builds on what you have got – need to be open to it
- Having a vision for a bigger game will stretch others



- Lead by example – the way you want others to behave – leaders acknowledge what has to be done and behave that way
- Looking at things in different ways – free up your mind
- Set stretch goals – but not death goals
- Recognise where market perception and your own do not match - take on broader industry focus – peak bodies, relevant committees
- Coach/mentor can help address mismatch in perceptions
- Need to act consistently – market does not react well to erratic behaviour of leaders
- Those who are open to development will get more – one on one coaching for those who are open – learning on the job is important
- Bigger challenges also develop people – reward for where you want to go
- Get reward from putting effort into people and having them become leaders – not just about P&L
- First step is self awareness – need to share with a critical friend – trusted advisor – flexibility starts with a mindset – trying things you have not done before
- Planning piece is missing – looking at the future and anticipating
- Leaders are ‘game changers’ – what can we learn from this experience – plenty of reasons not to do things
- Bring best minds to solve problems – today’s problems or scenarios for the future problems – don’t be afraid to divert best minds to solving problems – economic, social, business impacts – encourage ideas from young people
- Need to step out of it all – make time to reflect
- Put money where our mouth is – provide opportunities for interchange between business and politics
- Empowering people to do what they want to do – communicating with them to do what they want – find out what they are passionate about – channel that into projects for them – unreasonable requests – stretches people
- Prepare for times when you have to call on people – find out what they like – build up lots of trust – figure out their strengths

- Acknowledgement of success – sales guy told his wife that he had never before had a call from the CEO to congratulate him on a success
- Consistent language – as you get to know people you see that they have the same commitment – different ways of talking about things – but they are actually saying the same thing – consistency is important as you get lower down in the organisation - often people are guarded – people want to trust what you are saying – creating a consistent language around where the business is at is important
- Organisations need resilience, focus, communication – these are things you can control – can control your response
- Diversity - through education curriculum – need to speak other languages – become world citizens
- Transparency – governments and boards – stand up and be accountable – force change of behaviour – self regulation has failed – US government is changing the rules – forcing behaviour change
- Treat current environment as an opportunity – trial and error – be obsessed with cash flow
- Switch off PowerPoint presentations – more interrogatory role – boards have been asleep – need more sustained analysis – contesting ideas – knowledge advances by contestability
- Act consistent with what you stand for – e.g. a major bank has asked all its senior leaders to declare what they stand for
- Role modelling expected behaviours – energy is infectious
- Individual coaching – one-on-one – deal with issues at the time they arise
- Need to be able to span all elements of the business – appreciate that the buck stops with you – wear the mantle of leadership comfortably
- Don't put people up too early – hold them back if needed – patience to build them – give leadership title and accountability for those who are ready

“If I have seen a little further it is by standing on the shoulders of Giants.”

- Isaac Newton in a letter to Robert Hooke -



- Some you are born with so if you haven't got those then too bad, you have to work harder on other areas
- By example – having fun - mentors
- Mentoring – particularly in communication skills – research the data to support what you want to achieve
- Don't want to be short term in our thinking – don't try to do it alone – renewed confidence in what I am trying to achieve
- Being open minded – being willing to learn something new every day – prepared to learn from others – spend less time in the corporate kingdom and more time with people, front of house, customers
- Communicate face to face will develop yourself – nothing more challenging than facing the people – forces you to question your own values
- Pick a good coach/mentor – someone you feel safe with – get another perspective
- Surround yourself with good people with expert knowledge – commit to making a difference – be decisive about direction
- Remaining authentic – communicating well, honestly, with integrity – know your own strengths and weaknesses – align what you say and what you do – learn from mistakes – need well documented systems and processes
- Simplicity – 70% in planning – people rush in and start doing without thinking – start with outcome and work backwards – take time out for preparation and planning
- Chaotic, out of control leader = chaotic out of control organisation
- Coach/mentor can provide timely advice – get wider experience through industry bodies, professional associations
- Use role models – via Intranet – one-on-one meetings – another level of coaching for execs
- Putting folks in other countries – now 40,000 people in India – China moving to 20,000 people – not the same as India
- Best developed on the job – research shows 70% of learning done on the job – 20% through coaching/mentoring – 10% in classroom

- Need to integrate theoretical learning with business objectives – individual role modelling is important – people looking upwards – e.g. welcomed on first day at work by Chairman – carried his example throughout my working life
- Empathy – understand the impact of decisions on others – empathy about what people want – self awareness about strengths and weaknesses – translates into better judging capabilities of others
- A personal values base is critical
- Confidence is learned and accumulated from experience in a range of fields
- Aloofness – taking a medium to longer term perspective
- Values base – who you are and what you stand for

“If you don’t know where you are going, every road will get you nowhere.”

- Henry Kissinger -

- Need to be a people person – take the team with you – people believe in the leaders – know what they are going through – e.g. Roger Corbett visiting supermarkets – shows can motivate people
- Place emphasis on staying with clients – we will go anywhere there is a rule of law and we can get paid
- On the job – need to have a mindset of learning something new – seek out opportunities to learn – take a back step and see what you are doing
- Communication – put into practice – sessions with people – ask for their questions – they need to know that they have been heard - communication about the future – can see the light at the end of the tunnel – positive future – but has to be credible
- Finance management – take responsibility to see what it means for your Co. – spend time with the CFO – care about financial performance – gap between spending and income
- Relationship skills – recognise role models and nurture and develop them
- Need to develop talent within companies – some companies have de-emphasised HR and their role in developing talent – may regret that decision in future



- Education, experience and exposure - exposure to different experiences in other parts of the world – learning good and bad from senior leaders
- Communication is the separating characteristic – can never stop learning and improving style of communication
- Experience by way of rotations and placements in new areas to broaden the leaders practices - exposure being broadening of the leaders mindset and views via adjacent activities such as Social responsibility engagements, Boards and Committees and Working Teams, etc
- Many of the attributes are inherent in the executives DNA and his/her experience, personality and natural capabilities - exposure to other executives in a similar position and understanding where they are going is important (networking) - discussion of circumstances with advisors who can help prevent ill advised "panic" moves which will damage future recovery is also important
- Absolute need to be open with key subordinates you need to retain for the future to steady their resolve and prevent them from leaving for what may look like safer ground
- A course to achieve this networking, consultation with peers and consideration/feedback on possible actions and outcomes would be attractive and strengthen resolve and courage
- Peer Network – what is normalized experience and picking up on tips from them.
- Coaching – the critical reflection cycle – developing capacity to manage self in a complex environment. Being more strategic than reactive.
- Formal leadership development courses & forums
- Mentoring and coaching
- Passion - by creating buy-in to the vision
- Commitment – by aligning the company and the individuals incentives e.g. opportunities for promotion, progression, professional development
- Capability - on the job training, coaching - developing it or buying it in
- Get a good coach to bounce ideas off – Chairman can't effectively coach CEO because there are too many agendas
- Leadership has to come from the heart – does not come from a book



- Help Gen Y to adapt to environment – balance business/personal/community – need to put real time into all three – e.g. help not for profit organizations with business skills

