



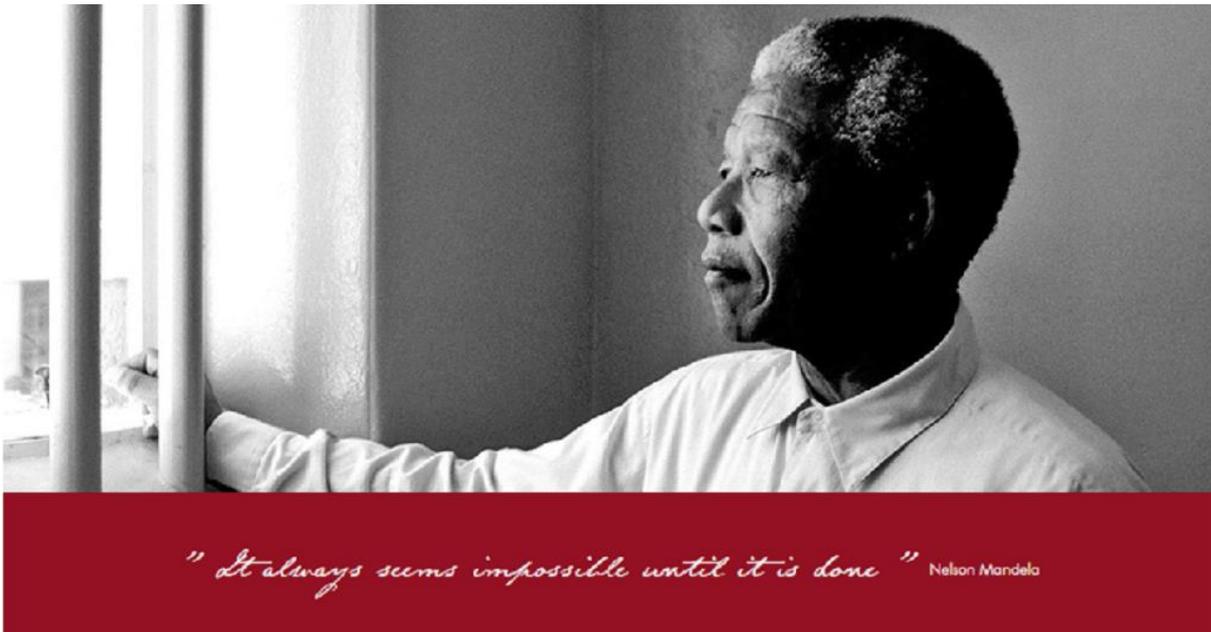
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Executive Search & Board Advisory

## ARE YOU PREPARED FOR YOUR NEXT ROLE WHEN BLENHEIM PARTNERS CALLS YOU? TOP 10 THINGS TO DO

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Blenheim Partners is an Executive Search and Board Advisory Firm. We specialise in top-level Executive placement and succession planning.

Clients appoint us to identify and attract the very best candidates from the global pool. Our approach is to first source, and based on recommendations, approach the potential candidates. This is done in confidence and by discreet means.

The preparation before approaching potential candidates is exceptionally thorough. These are people who are rarely looking for their next role. They are often very happy and busy in their current position.

So what steps do you take to receive that call from Blenheim Partners?

### **1. Be the very best you can be in your current role**

That is, firstly be noticed in your company for excellence, leadership, and achieving outcomes. It will be the people that you have crossed paths with who will recommend you to Blenheim Partners. They will provide an off record view on you.

## 2. Engage and manage your key stakeholders

Blenheim Partners may speak to analysts, bankers, or to clients to gain an in-depth understanding of you.

## 3. Treat those around you and who you report to with respect on your way up

They may not ascend to your level, but they will have an opinion formed about you which may be part of our assessment of you. As they say, it is a small world and news travels, particularly bad news. You have to build and protect your reputation.

## 4. Put yourself in a position to be recognised

That is, volunteer to lead projects, to drive transformation programmes to broaden your skills and to develop your leadership capability.

## 5. Be remarkable

When you take on a role, project, acquisition, or deal, people speak highly of your ability to engage, influence and achieve outcomes.

## 6. Be conscious of your CV and what skills you need to acquire

If you need to gain more exposure in operations, acquire P&L responsibility, or be part of the M&A team, then start to formulate a plan to build on your current set of skills and competencies. It is best to do this in your current company.

## 7. International opportunities are worth serious consideration

It provides you with differing perspectives, helps you develop your communication and leadership style, and increase your network. As a result of technology, business is becoming increasingly global. Executives with experience in emerging markets who have worked in a variety of cultures are becoming more sought after. However, the challenge with international opportunities is there may not be the appropriate role for you in the current organisation on your return. It is a trade-off. Risk verse reward.

## 8. Engage with technology

Keep pace with artificial intelligence, digital and analytics. Understand the opportunities they could bring and how they can benefit your team, P&L, region, project or business.

## 9. Begin to build a network

This does not mean appearing at every event, but it does mean thinking ahead and thinking through who you know, who you have worked with, who have been your clients and whether you have kept in touch. Again, this is an ongoing activity.

## 10. Remain in a role

If you can, it is better to be in a role rather than in between roles.

### ARE YOU THE CHIEF FINANCIAL OFFICER OR THE CHIEF FOLLOWING OFFICER?

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*"Others have seen what is and asked why. I have seen what could be and asked why not"* Pablo Picasso

It seems like a ridiculous question, and in many regards it is. However, when one reads the literature about the role of the CFO, we hear the CFO is the business partner to the CEO at adnauseam. No one disagrees with the fact that the pace of change has increased quite substantially and as a result, the need for the CFO to play a greater role from being the bean counter of yesteryear to the agitator, in the business of today is omnipotent.

The CFO however, whilst becoming more 'commercial,' and a 'greater leader,' must present the results to the Board and the market. At its true core, the role of the CFO is to ensure the integrity of the company numbers and that the company can make a decision based on the accuracy of the financials.

In the digital and disruption era, there is no doubt that the skillset of the CFO has changed. They have to understand technology, their business units, the competition and market dynamics. Today's CFOs are far broader in their thinking than the bean counter of older days.

With all this in mind, the CFO still needs to be the devil's advocate, the contrarian, the person to ensure the business numbers are produced with accuracy and integrity. They have to be the custodian. The Chief Financial Officer can and should act as a guardian and protector of the company's integrity without abandoning their role as business partner to the CEO. High performance and high integrity are the fundamental cornerstones of the company which will ensure its durability and sustainability.

The 'make the numbers' mentality can lead to corruption. We have had accounting scandals which are partly a failure of business discipline, but more importantly, business ethics. The challenge for the CFO is balancing the pressure to become a business partner without losing the custodian edge. This sometimes become difficult or blurred because they're so

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used to working with the CEO to get things done. What is required by the CFO is the ability to stand up and say, “no you can’t do this, it’s too grey, too close to the line when issues need to come out.” If something is illegal and the CEO goes ahead with it, the CFO has to resign.

Again the challenge is more around how far things can be pushed without potential ethical and reputational repercussions. It is not easy to always see because of all of the pressures to make decisions in a short time frame. The group dynamics make it more complex when the business is in hurry, and when the executives are playing the politics to support the CEO.

A CFO will be a better guardian by being a good partner, and by helping the CEO accomplish business goals. They will receive credibility so that when the time comes, the CFO can stand up and say no. The CFO has to hold firm on certain issues whilst being able to appreciate the need for commercial outcomes. CFOs or the finance function need to have the open door. It is vastly better than having law enforcement at the front door.

CFOs need to conduct their due diligence before they accept their role, and look very carefully at whether the CEO believes that the role of the CFO is to be the partner and guardian. The CFO has to be the partner and guardian rather than blind follower. They have to bring courage and character to ensure the finance function fulfils its obligation as the custodian of the company.

A culture of silence can condemn companies. Employees know what’s going on – they know for months and sometimes years, but are afraid their voice won’t be heard or worse, that there will be retribution. It is critical that there is a strong finance function to uphold the virtues and values with a Chief Financial Officer rather than a Chief Following Officer.

## PRESSURE – TURN OFF YOUR PHONE

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*"If I had asked people what they wanted,  
they would have said faster horses"* Henry Ford

The phone today is your news feed, your communication tool, your information tool, your camera, your greatest creator of pressure. With the creation of the smart phone and emails, people are more contactable than ever before, they are exposed to more communication than ever before, and prone to being distracted more than ever before.

The amount of time wasted on non-work emails, texts and messages is staggering. People interrupt their daily work plan, often receiving and reading a vast amount of arguably superfluous information which at times places them under pressure to get through the basics. Ironically, with more modern technology people who should be able to achieve a great deal more than ever before are sometimes slowing down the opportunity. The question then arises around the discipline and focus of the individual executive.

Checking your emails, phone texts and voice messages every two hours as opposed to every few minutes will increase productivity and release stress. There is a great deal of stress or increased demand coming from reading phone messages and emails too regularly. Executives need to lead the way, they need to change the culture and educate their teams. Otherwise, we will find team members staying back to catch up, or simply playing the 'presenteeism' card, that is, being seen for long hours rather than being measured for output or productivity.

The personal invasion is causing more and more demands, and there needs to be direction given, otherwise employees will feel increased pressure. This could be easily managed by turning the phone off. At the end of the day, everyone is paid to perform their duties. Time management and prioritising are key as well as the discipline of not being distracted and fulfilling your obligations.

TOP KEY BOARD AND EXECUTIVE MOVEMENTS IN AUSTRALIA 6<sup>th</sup> – 10<sup>th</sup> NOVEMBER 2017

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*" Never interrupt someone doing what you said couldn't be done "* Amelia Earhart

- Amaysim Australia Ltd: Rolf Hansen has resigned as a Non-Executive Director, effective 10 November 2017.
- Ardent Leisure Group Ltd: Simon Kelly has resigned as Chief Executive Officer and Managing Director and the role will be taken over by current Chief Financial Officer Geoff Richardson on an Interim Basis.
- Beach Energy Ltd: Fiona Bennett will retire from the Board, effective at the Annual General Meeting on the 23 November 2017.
- Cardno Ltd: Andrew Goodwin has been appointed as Chief Executive Officer and Managing Director.
- CBL Corporation Ltd: Jennah Wootten has been appointed to the Executive Team as General Manager, People, Culture and Strategy, effective 13 November 2017.
- Ceramic Fuel Cells Ltd: Quentin Olde has resigned as a Non-Executive Director of the Company.
- Fortescue Metals Group Ltd: Mark Barnaba has been appointed as Deputy Chairman.
- Isentia Group Ltd: Doug Snedden has been appointed as Chairman, effective 23 November 2017.
- Michael Hill International Ltd: Vanessa Brennan has been appointed as Chief Customer Officer.
- Millennium Minerals Ltd: Ray Parry has been appointed as Chief Financial Officer and Joint Company Secretary.
- Premier Investments Ltd: Lindsay Fox has informed his intention to retire from the Board, before the end of July 2018. Dr Gary Weiss has also reported his intention to retire from the Board, before the end of July 2018.

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- Pro-Pac Packaging Ltd: Rupert Harrington has been appointed as a Director, following the completion of the merger of IPG and Pro-Pac.
- RCG Corporation Ltd: Ivan Hammerschlag has decided to retire from the Board as Chairman following the Annual General Meeting on the 23 November 2017. David Gordon has been appointed as Chairman. As well, Stephen Goddard and Donna Player will join the Board as Non-Executive Directors following the Annual General Meeting.
- Select Harvests Ltd: Vanessa Huxley has been appointed as General Manager, Finance and Company Secretary.
- Virgin Australia Holdings Ltd: Trevor Bourne and Mark Chellew have both been appointed as Non-Executive Directors.
- Yancoal Australia Ltd: William Randall has resigned as a Non-Executive Director, effective 9 November 2017.

### TOP TECHNOLOGY EXECUTIVE MOVEMENTS 6<sup>th</sup> – 10<sup>th</sup> NOVEMBER 2017

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- ANZ Banking Group Ltd: Ron Spector has been appointed Managing Director of New Business, Emerging Technology and Ventures.
- Kabuni Ltd: Nathan Sellyn has resigned as a Director. Michael Edwards has been appointed as Non-Executive Director to replace Sellyn effective immediately.
- Macquarie Telecom Ltd: David Hirst has been promoted to Group Executive. Bart Thomas has been appointed as General Manager of Government Cloud.
- National Australia Bank Ltd: Yuri Misnik has been appointed as an Executive General Manager of Business Enabling Technology. Kyle McNamara has been appointed as an Executive General Manager of Program Management Office.
- Nuheara Ltd: Dave Thompson has been appointed to the newly created position of Vice President of Strategy and Business Development.
- Sensera Ltd: Ralph Schmitt has been appointed as Chief Executive Officer.

*Information provided by Blenheim Partners Executive Search and Board Advisory Firm,  
[www.blenheimpartners.com](http://www.blenheimpartners.com).*

## Blenheim Partners specialise in:

- Executive Search;
- Non-Executive Director Search;
- Board Strategy and Structure Consulting;
- External Succession Planning; and
- Executive Re-Engagement / Transition.

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Founded in 2012, our team have acted as specialist adviser to many of the world's leading corporations on Board and Executive performance, capability and succession planning.

Our consultants have worked with clients from all sectors and a broad range of geographies. They include over 80 of the ASX 100, 10% of the FTSE 100, Private Equity, Multinational, Private Family and Mutually Owned Companies.

Our work includes assignments that are both local and international in scope.

Our team consists of senior Search

Consultants, Human Resource Directors,

Psychologists, Coaches and exceptionally experienced Researchers.

Blenheim Partners is continually investing in knowledge and understanding as exemplified by our Thought Leadership "The Challenges of Attaining Growth", Industry Papers and monthly Market Intelligence reports.

Our philosophy is to develop deep and committed relationships with a select number of clients and help them deliver a superior performance by optimising the composition of their Board and Executive team.

Our culture is built on pride, professionalism, esprit de corps and client service.

### **Confidentiality**

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