

Leading Great Workplaces for Great Business Outcomes

The Future of Employee Engagement

9.00am – 5.30pm Wednesday 18 February 2015

Doltone House, Darling Island Wharf, Accenture Building, Pyrmont

Join us for a day of conversations with leaders who have delivered outstanding results by creating highly engaged workplaces through values based leadership.

Workplace engagement is the single most important factor in creating and sustaining job satisfaction, productivity and a healthy bottom line. Research firm Towers Watson reports that organisations with high rates of engagement consistently outperform their sector benchmarks for growth across a range of financials—including more than double the stock performance of the Dow Jones and Standard & Poor Index for five years running. Great Place to Work's data shows that the value of their 100 best companies grew by 291 percent between 1998 and 2012. Compare that to the 72 percent growth of the Russell 3000 Index and the 63 percent growth of the Standard & Poor 500 Index. Great workplaces have substantially stronger bottom lines and are superior in performance.

With so much data supporting the important of culture, most organisations still have low engagement scores and struggle to create high performing teams that will 'do what it takes' to deliver outcomes. So what is the new paradigm in leadership that creates a highly engaged workforce? What are these leaders doing differently that gets the results?

Come and be part of the conversation.

How is this event different?

- All the sessions are in a facilitated panel discussion format with leaders sharing their story and open to the attendees for input.
- Each time segment consists of equal time with the panel and equal time for discussion amongst the attendees at each table.
- The objective of the day is to have conversations with the leaders and attendees.



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Program

9am: Welcome by Facilitators
Muneesh Wadhwa - Founder
Humanity in Business

Michael Bunting - Director
Worksmart Australia



9.15am: The First Law of Leadership: Walk your Talk
Nathalie McNeil - HR Director, Novartis

- The critical role of senior management's behaviour on culture change
 - Why getting real with others is the kindest thing you can do for them
 - Following through on promises and commitments means more to your life and leadership than you might think
 - Values speed dating - how to keep your team Modelling the Way
- Nathalie led a very successful culture change program that achieved extraordinary results. 7% lift in engagement scores, halving of staff turnover and 100% retention of all high potentials.



Great leadership starts with your values and your personal behaviour:

Tyrone O'Neill - Head of Customer Marketing, Optus

- The importance of leading by example in enabling deep cultural change and performance improvement.
- Why self awareness is so fundamental to gaining and keeping credibility.

Tyrone joined Optus in 2012 and led a business transformation which in less than two years led to exceptional improvement in customer retention and engagement, achieving the best retention KPIs in the company's history.



9.45am: Attendee Discussion

10.15am: Why a Vision is Critical for Employees
Jan Pacas, MD Hilti Australia

- Creating a sense of belonging, direction and aspiration where we want to be.
- The importance to link vision with personal ambitions and how every employee relates to it.

At Hilti Australia we broke the Australian record in connecting employees to company Vision and strategy in a study by AON Hewitt – 94% employees were strongly supporting our company vision and strategy. This then translated into strong profit growth. Jan led Hilti Australia to 4 consecutive AON Hewitt Best employer awards including taking out the prestigious #1 Best of the Best award.



Getting your People Aligned Behind a Shared Vision

Louise Baxter - CEO, Starlight Children's Foundation

- The process of creating a truly shared, inspiring, authentic vision
- Communicating your vision, the do's and don'ts
- Making the vision live in each and every employee's work life

Louise led Starlight Children's Foundation through a huge overhaul. She took it from a very challenging position during the GFC with massive levels of staff turnover, all time lack of funding to record levels of funding and record levels of positive community feedback, an Aon Hewitt Best Employer award, and top 10 Great Place to Work in Australia. Aon commented that the levels of alignment in her organisation are at the very highest levels they have seen. This is truly exceptional in that this is harder to achieve in not for profits than for profit organisations.



10.45am: Attendee Discussion

11.15am: Morning Tea



11.45am: What if? The leader's journey of new opportunities, experiments and risk taking

John Studdert - former Regional Director, Ogilvy Public Relations

- Cultivating growth by investing in short and longer term revenue streams
- Listening to customers and proving value prior to scaling up
- The technician, the manager and the entrepreneur and the importance of all three to growth
- The entrepreneurial & intrapreneurial mindsets and the management opportunities & issues they present

What are the organisational and leadership conditions under which leaders & managers can challenge the process?

Richard Hall - Associate Dean, University of Sydney Business School

What is the role of?

- Mindset. How can we cultivate and support a readiness to challenge, constructively and effectively?
- Data, research, and evidence: What do we need in order to make a case for innovating or challenging the process?
- Systems, processes, practices: How can we encourage open innovation? What approach should we take to failure, and how can organisations realise this in practice, rather than just in rhetoric? What is the role of rapid prototyping, test and learn approaches, feedback?

12.15pm: Attendee Discussion

12.45pm: Lunch



1.45pm: Building Relationships for Extraordinary Results

Brian Bissaker - CEO, Virgin Money

- Moving from an individual contributor to a true leader
- Build trust and collaboration across boundaries
- The importance of humility in the Australian context
- The rules of engagement to leverage high performing individuals into great teams

Brian has had many years of experience in senior roles dealing with the nuances of optimising the output of human capital in organisations

Getting 110% from Your Team

Celia Hodson - CEO, School for Social Entrepreneurs

- Making your team members the CEO of their own area
- Leading people beyond their own limitations and expectations
- The heart of a leader

Celia has led a non-profit (SSE) from the edge of bankruptcy and closure to a thriving and inspirational organisation achieving extraordinary outcomes in the community.

2.15pm: Attendee Discussion

2.45pm: Personalised Performance Commentary

Rachel Argaman - CEO TFE Hotels (former Telstra businesswoman of the year)

Each month, Rachel writes an email to everyone in the company where she reviews the monthly hotel performance results across the entire business, with commentary that is specifically written for each Hotel team; in this email she opens with reflection on life and conscious living, great speakers she has heard, books she has read or stories from the group or from customers and shares these learnings with the team.

This feedback fosters a culture of high performance, through encouragement and personal recognition, throughout all TFE Hotels teams.

Going Beyond the Awkward Chats in the Corridor

Deven Billimoria - CEO, Smartgroup Corporation

- The importance of being authentic and genuine when recognising people
- Helping your team find their inner brilliance and nurturing the best in them
- The art of communication in crisis

Deven has led his business through a major legislation crisis and ultimately managed to keep his staff engaged and efficient through a very uncertain period. It was a part of his winning the AHRI CEO of the Year award.



3.15pm: Attendee Discussion

3.45pm: Thought Leaders Discussion

James Rutherford - Principal, AON Hewitt
Zrinka Lovrencic - MD, Great Place to Work Institute
Adam Hall - Director, Towers Watson
Lesley Brown - Asia Pacific Leader, Towers Watson
Brian Bissaker - CEO Virgin Money

- What are the mistakes you see organisations make when it comes to trying to become a sustainably engaged place to work?
- If you were to recommend only 3 core behaviour leaders need to master in order to maximise engagement, what would they be?
- What is the financial case for getting your engagement scores higher?
- What does the future of a fantastic place to work look like?

4.45pm: CEO Panel – The Challenges of Values Based Leadership

We asked our leaders what questions they would like to ask of the attendees and other leaders on the panel.

Louise Baxter - CEO, Starlight Foundation

How to achieve better team alignment & engagement - quick wins?

Deven Billimoria - CEO Smartgroup Corporation

It seems that the path to success is to always be listening and learning - is the end not nigh when you manage to find yourself on stage teaching and preaching?

Rachel Argaman - CEO, TFE Hotels

What is/are the philosophy/philosophies which underline your belief in values based leadership and the difference it makes in peoples' lives and in corporate success?

Jan Pacas - MD, Hilti Australia

Leader vs manager – what are the differences? Leaders – are they made or are they born?

Brian Bissaker - CEO Virgin Money

What did it take for you to obtain a position of CEO. Was there a turning point along the way or did it build over time? Were your values challenged along the way?

5.30pm: Discussions Close and Celebratory Drinks

Investment Options

Until January 1, 2015

\$550 +GST per person

\$950 +GST for 2 Attendees

\$4000 +GST for Table of 8

(Includes branding on event flyer, signage)

After January 1, 2015

\$650 +GST per person

\$4000 +GST for Table of 8

Tickets available at: <http://www.trybooking.com/114641>

We will donate \$20 of every ticket sold to the Starlight Foundation.
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Presenters

Muneesh Wadhwa

Founder
Humanity in Business



Muneesh is the Founder of Humanity in Business and CIO Network. With over 15 years' experience in the events industry, he is passionate about building communities and helping organisations learn from each other to share knowledge. His purpose is to create a global community of values based leaders who are passionate about a new paradigm in business – business with a purpose.

Michael Bunting

Director
Worksmart Australia



Michael founded WorkSmart Australia in January 2003 with the specific intent of bringing a truly authentic, mindful and disciplined approach to leadership development. In late 2008 Michael partnered with two of the world's most famous leadership development experts, Jim Kouzes & Barry Posner, to bring an even higher level of research, rigor and expertise to WorkSmart's offerings. Michael is constantly innovating in an obsessive quest to answer the question, 'What does it take to sustainably and positively transform leadership, team and organisational behaviour?' This question has led Michael and his team to challenge the very paradigms of their profession.

Nathalie McNeil

HR Director
Novartis



Nathalie McNeil, Human Resources Director Novartis Australia, joined the Pharmaceutical Industry 17 years ago. She has held a number of roles in Australia and abroad, across multiple disciplines including Medical, Marketing, Strategy and more recently Human Resources. While her leadership career is diverse, she has consistently maintained a sharp focus on the People Strategies that drive Business Performance. With a keen interest in Leadership Development, Change Excellence and Organisational Health, her most recent assignment as HRD for Novartis has yielded impressive outcomes for the company.

Tyrone O'Neill

Head of Customer
Marketing
Optus



Tyrone O'Neill is the Head of Customer Marketing for Optus, responsible for retention, loyalty, and relationship marketing for the Optus customer base. Prior to joining Optus in 2012, Tyrone started his career as a management consultant specialising in data-driven marketing, then spent eleven years at Vodafone in Australian and international roles across CRM, insights, digital, brand, sales, and strategy. Tyrone holds degrees in Philosophy and Computer Science.

Jan Pacas

MD
Hilti Australia



The global expertise and leadership of Mr Jan Pacas, Managing Director of Hilti Australia, has played an integral role the on-going success of the company locally, since his appointment in 2008. He has been the youngest Country Head for the Hilti Group globally. Hilti employs 300 people in Australia. Prior to his arrival in Australia Mr Pacas was Chief Marketing Officer Global Business Unit Power Tools - 1,200 million CHF in revenue globally. This position was based at Hilti's headquarters in Switzerland. Mr Pacas built international experience working on projects in the United States, Europe and Asia.

Louise Baxter

CEO
Starlight Children's
Foundation



Louise Baxter originally joined Starlight Children's Foundation in 2001 and was the Head of Partnerships for six years. She returned to Starlight in 2009 as Chief Executive. Louise has over 30 years experience in marketing, sales and communications including responsibility for a range of blue chip international brands and government projects. Louise was a member of the Sydney board of Leo Burnett Connaghan and May Advertising and was founding partner of Brave New World Advertising.

John Studdert

former Regional Director
Ogilvy Public Relations



John is a business advisor and angel investor working with entrepreneurs leading B2B service & technology companies. Prior to that John was the CEO, Chairman of Australia's biggest and most awarded public relations firm – Ogilvy Public Relations. John took on this role having founded from a spare bedroom, built up and sold to Ogilvy an award winning change communications company that grew to have an international footprint.

Richard Hall

Associate Dean
University of Sydney
Business School



Richard Hall's research interests cover a range of areas across work and organisation studies. His recent research has focused on leadership, IT systems and organisational change, new technology at work, organisation discourse and management education. He is Co-Director of the Leadership Practice and Performance Systems Research network, a strategic group established by the Business School in 2013 to link leadership researchers on the relationships between leadership and management systems.

Brian Bissaker

CEO
Virgin Money



Brian is the CEO of Virgin Money Australia, having been appointed to the role in May 2013 following the purchase of that business by the Bank of Queensland. Brian also sits on the Executive Committee of the Bank of Queensland. He has held a number of senior industry non-executive roles including the Deputy Chair of the Financial Services Council and as a Director of the Australian Superannuation Funds Association. Brian also holds the position of Adjunct Professor of Management Education at the University of Sydney Business School. He is a Fellow of the Institute of Chartered Accountants in Australia.

Celia Hodson

CEO
School for Social
Entrepreneurs



Celia Hodson is the CEO of SSE Australia. She has a wealth of experience in supporting and advocating for social entrepreneurs, as a business person, entrepreneur and founder of one of the UK's most successful social enterprise schools, The Eastern Enterprise Hub. Celia's previous UK based roles included Deputy Chief Executive at the Social Enterprise UK, Chief Executive Officer at Cambridge Co-operative Development Agency and Chief Executive of Choose Suffolk. She has also held numerous board positions with UK based non-profits and social enterprises.

Rachel Argaman

CEO
TFE Hotels



Rachel is CEO of TFE Hotels (Toga Far East Hotels). With 20+ years of international experience at executive management level in the hospitality industry, Rachel has a passion for creating results-oriented, responsive and market-driven culture within companies. This is backed by a driving belief that success of businesses depends on the quality of people they employ. In 2014 she was the HotelsWorld 'First Award' winner. 2012 saw Rachel presented with the prestigious 'Fellow of the International Centre of Excellence Award,' in 2010 was named HM Magazine's Hotelier of the Year, and in 2008 Rachel was the Telstra National Corporate Businesswoman of the Year.

Deven Billimoria

CEO
Smartgroup Corporation



During his time as CEO, Smartgroup's Smartsalary brand has been on the BRW Fast 100 List, 100 fastest growing Australian companies in 2004, 2005 and 2006. Smartsalary was also awarded the Hudson Award at the NSW Telstra Business Awards in 2006. More recently Smartsalary was awarded Customer Service Institute of Australia, National Service Excellence Award in 2012 and earned the Aon Hewitt Best Employer

Accreditation in 2013 & 2014. In December 2013, Deven was awarded the Australian Human Resources Institute's Lynda Gratton CEO of the Year 2013 Award.

James Rutherford

Principal
AON Hewitt



James joined Aon Hewitt in 2010 and is the Head of Aon Hewitt's Leadership Practice. In this capacity James works with organisations to develop their business performance by improving manager and leader effectiveness and organisational Engagement. Prior to this James led Aon Hewitt's Best Employers program. James has prior experience in HR leadership positions and HR functional roles with a focus on Management Development, Culture Change, Diversity and Compensation. Prior to joining Aon Hewitt, James worked at Microsoft where held a number of Australian and overseas based HR leadership and specialist positions.

Zrinka Lovrencic

MD
Great Place to Work
Institute



Zrinka Lovrencic is one of the Directors and a member of the management consulting team at Great Place to Work Australia. Since 2008, Zrinka has been working with leaders and managers in a wide variety of industries to assess their workplace cultures and support them as they seek to transform their organisations into great workplaces. Zrinka is a featured speaker on workplace trends, management strategies and people practices aimed at improving workplace productivity. In 2013 Zrinka was a NSW Finalist in the Telstra Business Woman of the Year Awards.

Adam Hall

Director
Towers Watson



Adam has more than 13 years' experience in management and human capital consulting and leads the Australian Organisational Surveys & Insights team. Adam works with clients to define the culture that will support their business strategy, develop and implement measurement approaches to understand

engagement and culture and facilitate the development of engagement strategy to drive change. He has deep experience working with senior executives to help them understand and work effectively to drive change in engagement and culture.

Lesley Brown

Asia Pacific Leader
Towers Watson



Lesley Brown is the Regional Practice Leader of Employee Surveys for Towers Watson in Asia Pacific. Lesley is responsible for the management and leadership of the Asia Pacific Employee Surveys team, as well as directing key client projects. Lesley works with companies at the executive and board level to consult on the measurement and management of human capital issues that allow organisations to better execute their business strategies. With over 23 years' experience in the field of employee survey research, Lesley's key areas of expertise include employee engagement measurement and analysis, employment brand and well-being. Prior to joining Towers Watson, Lesley worked at the Department of Defence, the Australian Bureau of Statistics and another Australian based employee research firm.