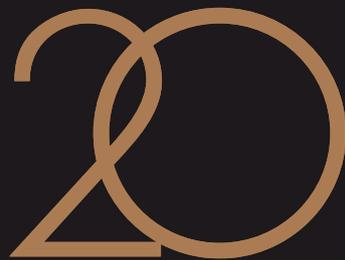


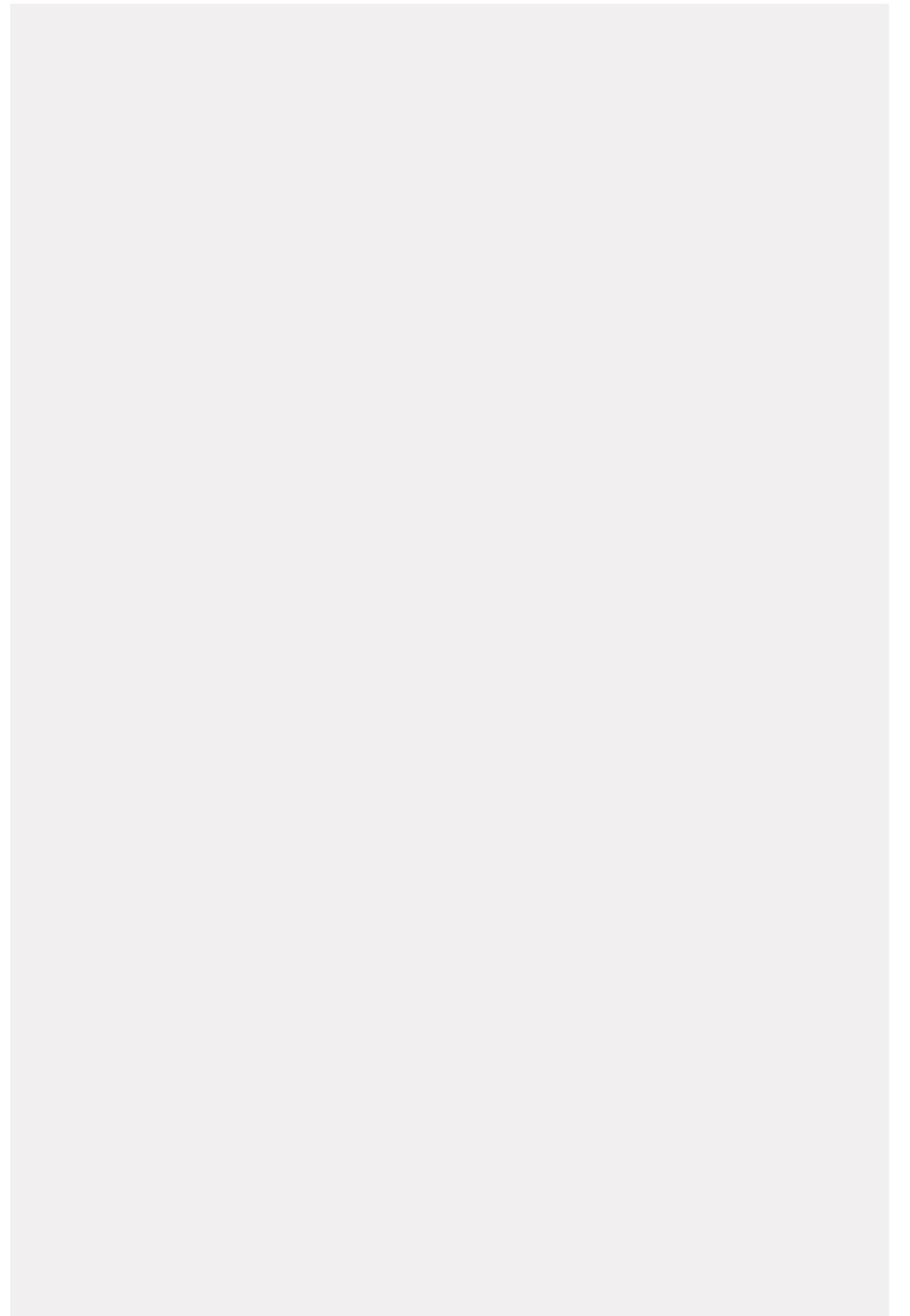
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TWENTY
YEARS
OF
IMPACT.



**THE
MAGAZINE
FOR
LEADERS
WITH
AMBITIOUS
AGENDAS**



MAXIMUS

M MAGAZINE

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Leading change through collaboration
will see challenges faced and present
opportunities in abundance.



Different from anything we've ever seen before..”

says Vanessa Gavan, Founder and Joint Managing Director of Maximus

If you do anything for two decades you understand that thing deeply.

You master a craft.

The last 20 years at Maximus has been about challenging leaders to be more. To be bold, different and to pursue an unreasonable level of progress. Our craft is leadership and understanding how to unlock the extraordinary.

Whilst building the organisations of others, we have also had to evolve our own, continually pushing boundaries and reshaping to stay ahead of the next curve or complex challenge our clients were facing.

It was our insight, ingenuity and agility that Maximus was built on. Looking back on the two decades is illuminating. Now, we're in an entirely new arena, facing into a period of time that will be different from anything we've ever seen before.

Today's challenge of leadership is less about knowing how and more about *being more*. It's about creating the best outcomes not just within the walls of your business but in the world we share. It's about caring deeply for things whilst delivering progress and financial performance.

THE FOUNDER'S MINDSET

Our entrepreneurial origins came full circle for us. They were also held tight within our

walls but as the modern economy evolved, they became a far more valuable commodity for our clients. Founder-led organisations are driven by a bold aspiration and a deeply held purpose. They are not enamoured with their own product or service, nor focused on their own internal mechanics. Instead, they're obsessed with the experience of their customers and finding the white space in the market they're serving.

In an environment of constant disruption, you have to offer something distinctive and unique. You have to keep striving, not assume you have found success. The only way you can do this is by having a deeper insight into the future needs of your customer and continually push for the next horizon.

Being close to the market in this way brings the ability and bias to action, to fast movement and agility. It requires creativity at the heart of the business as well as commerciality. That's not new, but what has evolved is the level of humanity leaders need to bring to the business and beyond.

In a nutshell, the key to competitiveness in a more disrupted marketplace can be found in the successful convergence of creativity, commerciality and humanity, always with the customer at the centre.

AND IF WE DON'T EVOLVE?

Is all of this change of leadership focus really essential? Can't we just continue to run business the way we always have?

Of course, we could, but if disruption seems fast now, what will it feel like in 10 years, when everything is cheaper, more accessible and people have embraced agility as a way of life?

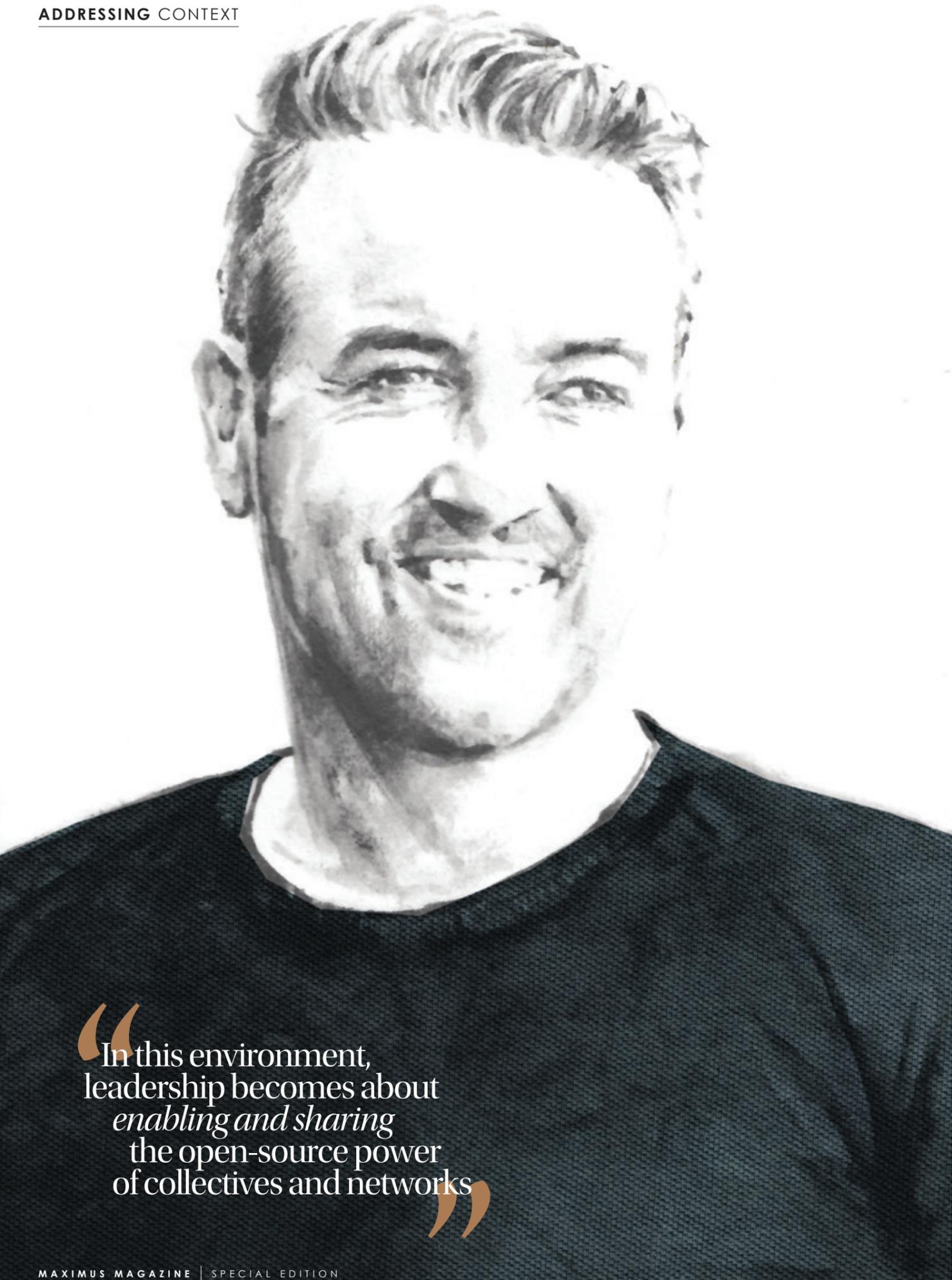
The leadership heroes of the next decade will be those who discover limitless horizons by looking upwards and outwards rather than inwards. They will be those who practise foresight and have the courage to question existing paradigms, at the same time offering ingenuity and a bias for action.

Foresight is largely about paying attention. When you pay attention, you begin to notice things. You see themes. You make sense. You sense the future.

This sensing and foresight will be elevated to a necessity for the next decade. Why? Because the humans who choose to engage with us will be moving rapidly in directions we will fail to see unless we're amongst them and have earned their trust. ^(M)

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“In this environment, leadership becomes about *enabling and sharing* the open-source power of collectives and networks”

Global leadership:

Brent Duffy, Joint Managing Director of Maximus, discusses what it's become

During Sydney's recent extended lockdown, the message was that vaccines represented the only way out. But when residents tried to make a vaccination booking, they typically failed.

Then along came 28-year-old software engineer Fraser Hemphill, and his free site Covid Queue. For those who registered, the site continuously checked various vaccine booking portals and made a 'ding' every time an appointment became available.

Hemphill's actions, for a number of reasons, were an excellent example of what leadership of the future must become.

Let me explain...

The context of leadership is shifting dramatically. Organisations of the past have had a power structure built around systems of hierarchy. We're now seeing a shift in that power structure globally and social pressure is having enormous effects as the four big issues identified as "critical to our collective future" by the Institute for the Future – climate, equity, data governance and cybersecurity – come into increasingly sharp focus.

Global leadership for the future is now much broader than leading a function in a building. It has become about leading communities, particularly local ones, and understanding that the value chain has been disrupted – the power is shifting to the employee and the consumer.

In this environment, leadership becomes about enabling and sharing the open-source power of collectives and networks. Think of the big platform players – Amazon, Apple – which make it possible for so many other businesses to survive and thrive. They create ecosystems that serve their communities.

COVID QUEUE VACCINATION SITE IS A COURAGEOUS INITIATIVE BY AN INVENTIVE LEADER IN A TIME WHEN IT'S NEEDED MOST

80k
UNIQUE VISITORS IN LESS THAN TWO DAYS*

1.8
MILLION BOOKINGS ACROSS NSW AND VICTORIA

5 MILLION VISITS
ZERO PROMOTION

What does it all have to do with a software engineer and a site that goes 'ding'? Hemphill rewrote the rules by taking responsibility for the solution rather than expecting to be handed one. The value he sought was for the good of the nation, but his solution was locally targeted.

Hemphill created a platform that offered optimism and helped others experience success.

That's the global leadership of the future. (M)

Ingenuity at work

The Institute for the Future's *Six Superpowers for Urgency and Optimism* report lists the opportunities for transformation as:

- › **REFRAME THE NARRATIVE:** From #MeToo to #BlackLivesMatter, we've seen the power of narrative shift from major institutions to those who represent them.
- › **REWRITE THE RULES:** The buck no longer stops with government. Businesses are increasingly accountable for responsible behaviours.
- › **REINVENT MARKETS:** Strategies that seek long-term value for a wider range of stakeholders, including communities, help identify undeveloped niches.
- › **REDIRECT FORCE:** Just as a hacker can take down a major system, so too can small players now compete against, or bring down, established businesses.
- › **REINFORCE LOCAL RESILIENCE:** Local action has been recognised as the "power play of last resort". Look at solar farms as an example of how local communities are increasingly taking matters into their own hands.
- › **RESHUFFLE THE DECK:** Artificial Intelligence (AI), climate change, cyber threats and more are set to reshuffle our understanding of past fundamentals.

COMPILED BY: CHRIS SHEEDY. ILLUSTRATION: PAULA SANZ CABALLERO / THE ILLUSTRATION ROOM. * STATISTICS AS AT SEPTEMBER, 2021.

Legacies shaping the *future*



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CELEBRATING WORTHWHILE IMPACT

Reshaped by adversities of pandemic and climate crisis, the decade ahead of course holds great challenges, but it also offers previously unimagined pathways to prosperity.

Inside these pages, Maximus celebrates 10 leaders who have not merely held ground over these past two years. They have not battened down the hatches or upped the drawbridges of their organisations. They've inspired us by plunging into the moat on arduous missions. They've looked long and far over the parapet to what could be – or needs to be done – and are applying their expertise to visions of an exciting, more resilient and sustainable future.

For us, these leaders embody human progress. They recognise that leadership is forged during difficult times.

During crises, leaders feel both the weight as well as the privilege, of having ultimate agency. Bringing purpose and agency to alleviate pain points and set new horizons, they know they can have worthwhile impact.

Leadership is about doing well and steering organisations toward financial success, but it is also about doing good, integrating change for the better, for industries and communities, into decision-making and behaviours that model integrity.

We hope you take heart from these stories, in which we celebrate people whose work as leaders – in government, finance, infrastructure, enabling equality, harnessing data, conservation and medicine – will leave a lasting legacy, appreciable over the next two decades and beyond. Introducing...

- + EMMA HOGAN
- CLIVE VAN HOREN
- RONNI KAHN
- SIMON HICKEY
- JANETTE KENDALL
- AMIR HARAMATY
- CHARMAINE ENGLAND
- CAMERON KERR
- KATHERINE BOICIUC
- BEN POLLACK

COURAGEOUS LEADERSHIP

Forging a path with conviction

Maximus and executive Emma Hogan, Secretary for Digital and NSW Department of Customer Service, have forged a unique relationship, which has evolved over time.

Maximus first encountered Hogan during her stellar career in the private sector, including with Qantas and Foxtel, before she made the leap to a role in the NSW public service. Here, Hogan speaks to Joint Managing Director of Maximus, Brent Duffy, about the courage that move took, and how it armed her when leading a team who were critical during the greatest public health crisis of our lifetime.

At the time we speak, NSW is many weeks into its 2021 COVID-19 lockdown. Hogan is modest about the role she has played, but it's clear how important her kind of courage has been during this time.

[Q & A]

M MAGAZINE: HOW ARE YOU?

EMMA HOGAN: You deal with the situation you're in. I feel very, very connected to the purpose of what I'm doing now, in a totally different way to when I was in the private sector, which has completely surprised me. I know that we will look back on this time and we will have played a part in history.

MM: WHEN YOU LOOK BACK ON YOUR LEADERSHIP JOURNEY SO FAR, CAN YOU IDENTIFY THINGS THAT ARE CRITICAL FOR YOUR ROLE RIGHT NOW?

EH: I had a long career working in HR roles, and what I've loved about transitioning to being the CEO, leading my department, is I'm not spending all day trying to convince everybody about the importance of people. I can actually make that my priority. I'm a learner – I've had some amazing mentors along the way and I spent a long

time in my career coaching leaders on engaging with their people, which is also how I came to work with Maximus.

MM: TELL US ABOUT WHEN YOU WERE APPROACHED FOR THE VACANT GOVERNMENT ROLE...

EH: It would never have occurred to me to look at government. I almost withdrew the night before the final interviews, but because I had nothing to lose I was quite brave in the things I discussed. They said, "We hear you have concerns about government", and then gave me lots of confidence that those concerns were unfounded. When I walked out, I rang my husband and said, "I think I accidentally nailed that!" I got the job and I've never looked back. I've come to understand that fear and excitement are two sides of the same coin and if I have a chat to myself, I can turn fear into excitement.

MM: CAN YOU DESCRIBE YOUR LEADERSHIP STYLE DURING CRISIS?

EH: I'm big on direct communications: I ask people to email me directly with ideas. If someone takes the time to write to me directly, I answer personally, I never delegate it. I try very hard to be normal and human and transparent, not someone who sits in an office and no one knows. I'm not afraid to say, "I got that wrong", and I'm not afraid to say, "I'm feeling optimistic, but it's tough". I get a lot of feedback from people who thank me for acknowledging them. The kinder you can be in circumstances like this, the better. I get rubbish feedback, too! But mostly it's about letting my people know that I see them and we really are in this together. It's easier to take risks in a crisis because everything the public requires is so urgent. It's easier to be more courageous to achieve something that in normal times would take a lot longer. (M)

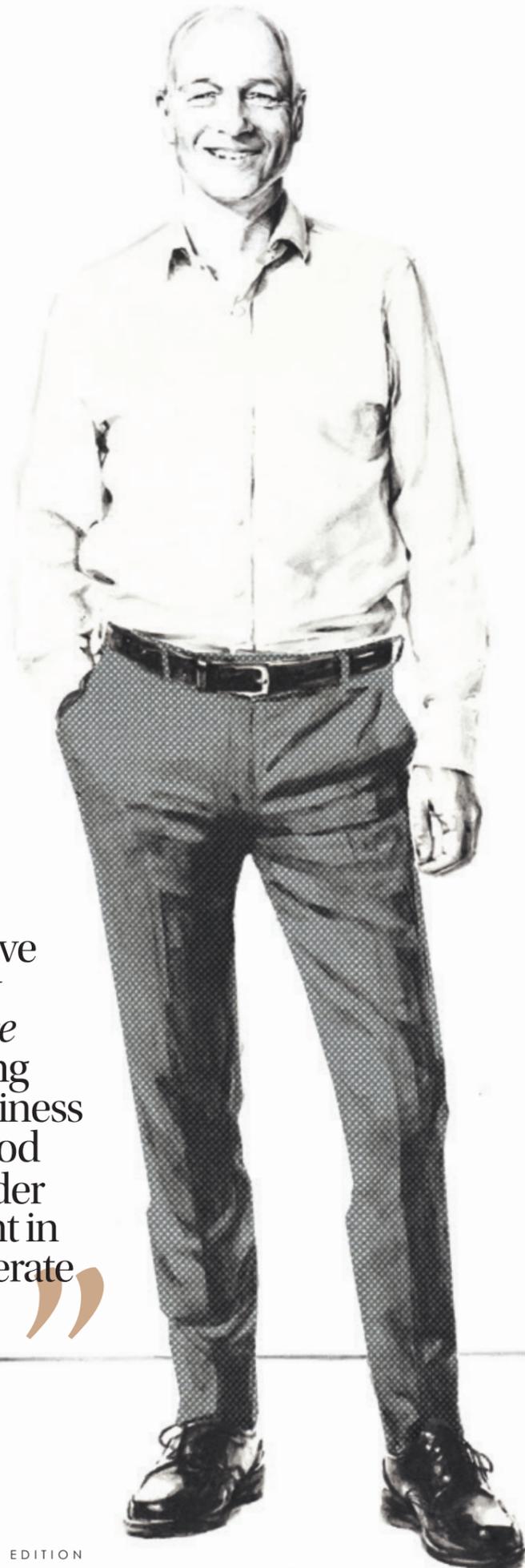
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“I’ve come to understand that fear and excitement are two sides of the same coin and if I have a chat to myself, I can turn fear into excitement”

+
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article
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“I really believe there’s a neat convergence between doing well as a business and doing good for the wider environment in which we operate”



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To read
the full
article
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GROWTH LEADERSHIP

Bank on this future-shaping force!

One banking leader with cred explains to Founder and Joint Managing Director of Maximus, Vanessa Gavan, why doing good is at the centre of his corporate growth strategy

“There’s a great alignment of growth opportunity with doing good,” says Clive van Horen, CEO of Suncorp Bank. One of the first executives among Australia’s banks to develop a meaningful initiative to connect with customers and community, Van Horen is driving change. His purpose is to connect the concerns, aspirations and needs of customers and staff, with the greatest future-shaping force of our time – sustainability.

There is no tension between pursuing growth for shareholders as well as driving sustainability

for the bank and its ecosystem, says Van Horen. “Customers and investors are expecting and demanding that organisations do more than chase profits,” he elaborates, “I really believe there’s a neat convergence between doing well as a business and doing good for the wider environment in which we operate.”

Included in that all-encompassing ambition is a commitment to support customer wellbeing. “Not just financial wellbeing,” says Van Horen, but the prevailing sense in these COVID-19-constrained times that reordering our priorities in life, is happening at scale

across society. The second pillar of creating a brighter future is to champion sustainability. “There is a lot we can do as a bank,” says Van Horen.

TEMPERED FOR GROWTH

This transformative moment for Suncorp brings the breadth of Van Horen’s leadership experience to bear. His approach to the privileges and challenges of leadership has been forged by early public policy roles, seeking to redress inequality in post-apartheid South Africa; by completing a PhD in environmental economics; by two decades learning the ropes and then leading in the rapidly changing banking sector; and by representing CBA during the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry.

If discussing energy policy with Nelson Mandela – under whose leadership the two-thirds of South Africa’s homes that had been without electricity were finally connected to the grid – taught Van Horen humility and the power of possibility, taking part in the Royal Commission, he says, sharpened his ability to keep things in perspective.

Of that time, Van Horen says he not only learned the lessons of how to constantly consider what can go wrong in a bank’s operations, and the

devastating effects this can have on customers, but also how to use those lessons positively, rather than succumbing to a culture of fearfulness, excessive policing of employees and over-compliance.

BEYOND FEAR LIES TRANSFORMATION

“To focus exclusively on the possible downsides is not going to get the best outcome for customers, the community or the organisation,” Van Horen says. “Although we never want to make errors that have negative impacts, at Suncorp our biggest risk is that we don’t transform and grow.”

A culture united behind a common purpose, to do well and do good, is more effective insurance against poor decisions and opportunism. It is incidental, says Van Horen, that Suncorp’s refreshed ambition, to create a brighter future, resonates with his own experiences and motivation. Far more exciting and important, he says, is that it resonates with Suncorp’s people, “They are absolutely embracing the *profit with purpose* opportunity”.

He says it starts with the conviction, embedded in the company culture, that wellbeing and achieving sustainability matters. “And how much bigger is it when you have thousands of people doing something about it, as opposed to a few leaders!” (M)

PURPOSEFUL LEADERSHIP

Kahn-do: The drive and purpose behind OzHarvest

Long-time Maximus partner Ronni Kahn AO, has a leadership philosophy that is begins and ends with intention...

A PIVOTAL MOMENT

When Ronni Kahn AO returned to her hometown of Johannesburg, South Africa in 2003, she accompanied her former neighbour, Dr Selma Browde to observe how the AIDS-education program Browde had set up, was run. Kahn says that the hair stood up on her arms at the thought of what it must feel like to positively impact millions of lives. In that moment she acknowledged her purpose, before returning to Australia to start the compelling food rescue and redistribution organisation, OzHarvest.

FOUNDER'S MINDSET

Under Kahn's tireless direction, OzHarvest has delivered millions of meals to people in need; provided the model for 'Harvest' food rescue organisations in the UK, New Zealand and South Africa; and started the world's first free supermarket in Sydney, where hungry people are invited to "Take what you need".

She has also pioneered NEST – Nutrition, Education and Skills Training – a public health program to teach people how to select and cook low-cost healthy produce.

In 2018 OzHarvest launched the independent profit-for-purpose business ForPurposeCo. which has since launched a couple of food-saving ventures: Juice for Good vending machines; the Australian and New Zealand arm of global food waste technology company

Winnow, which helps businesses reduce their commercial food waste; and Harvest Bites, which has delivered restaurant-produced meals to customers during COVID-19. The list goes on...

The founder's mindset comes easily to Kahn. "When people started calling me a social entrepreneur, I didn't even know what that meant, but I discovered that's what I am. I love ideas and bringing them to life."

MORE THAN ONE PURPOSE

When Kahn started OzHarvest in 2004 she didn't realise that a third of all food produced in Australia is trashed – to the value of billions thrown away each year. And then she unearthed the cost to the environment. Global food waste accounts for eight to 10 per cent of greenhouse gas emissions.

Over time the OzHarvest offerings have grown from food rescue and redistribution to include food relief during times of emergency, education on nutritious and efficient (no-waste) food preparation, sustainability of the food ecosystem and activism.

THE POWER OF YELLOW

How does Kahn drive emotional commitment in her so-called Yellow Army? "Yellow is what binds us all," says this master of symbolism, who always adds splashes of the optimistic hue to her daily attire. "Our blood runs yellow," she laughs. More seriously, "I never

think about being a good leader. It's being a good person. All I can do is mirror the behaviours that I'd like to see."

VALUING PARTNERSHIPS

"We're a philanthropic organisation, we need funding," says Kahn and in turn, partners have clustered around the organisation and grown in purpose as a result of their relationship with OzHarvest. "Ironically, we're a little flea compared to some of our partners, such as Woolworths," she says, "but in fact together we've been able to really shift things. OzHarvest has a lot to offer."

Maximus has also partnered with OzHarvest to advance its purposeful leadership mission by involving corporate teams in preparing meals for the homeless and disadvantaged. The power of Kahn's purposefulness proves to be irresistible. [Ⓜ]

[FACT] **195**
MILLION
OZHARVEST
MEALS HAVE BEEN
DELIVERED TO
PEOPLE IN NEED

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“Companies should be positively impacting prosperity at a community level”



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the full
article
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Feelings of prosperity are an essential precursor to a peaceful future. Simon Hickey's leadership was tested and forged during the 9/11 terrorist attacks on the US. At the time, he was the Chief Financial Officer of Lendlease in the Americas, based in its New York offices above Grand Central Station. He went to work in the stricken city directly after the felling of the World Trade Center, despite the threat of ongoing strikes, not knowing whether he would survive to see his family again, but also knowing he could not ask his workforce, which led the rescue and recovery operations, to enter the danger zone if he would not.

"It's in such moments," says Vanessa Gavan, Founder and Joint Managing Director of Maximus, "that you feel both the weight and the privilege of leadership. Simon's legacy in every role he's fulfilled so far, is to have a lasting positive impact on the teams he leads, and more widely on the communities he operates in."

Today, Hickey is CEO of Western Sydney Airport, bringing 30 years of leadership experience to enable a new era of prosperity for one of Australia's most vibrant areas.

He defines prosperity as people having job options, access to healthcare and education that supports their aspirations, and having choices. The corporate leader also became known for transforming the Qantas loyalty program into an unprecedented success, and for subsequently turning around the ailing Qantas International and Freight divisions during the three years from 2012 when he was CEO of that business.

"Companies should be positively impacting prosperity at a community level," Hickey says. The relatively recent trend of addressing Environmental, Social and Governance (ESG) criteria in corporate management, he says, provides a framework to consider how your company is engaging with its community. For him, prosperity has always gone "beyond our own small microcosm".

Western Sydney International (Nancy-Bird Walton) Airport, will reverberate opportunity throughout its surroundings. Together with its on-airport 200-hectare business park, and the planned neighbouring city of Bradfield, it will generate hundreds of thousands of jobs across a range of industries, many focused on research (Bradfield will boast a technology facility with \$23 million worth of shared-use equipment for research institutions)

and advanced manufacturing. As CEO, Hickey is focused on the Australian Government's vision that together, Western Sydney Airport and the surrounding aerotropolis will be a local hub of national significance and international magnetism.

Before digital transformation became a corporate mantra, Hickey was working with his teams to use relevant data sets to inform decision-making. He says that focusing on the right data, at the right time, has given him confidence to make braver decisions, because they provided evidence that doing things differently would bear fruit. He believed, for example, that the Qantas loyalty program should be a data-driven business, in the manner of Amazon, which at the time was focused on understanding its customers to expand beyond its original bookselling remit.

Ultimately, his tremendously disruptive strategy scored a bonanza of what you might call Frequent Flyer points! "It created billions of dollars of shareholder value, created jobs, created opportunities, created new businesses – at one stage we were the largest e-commerce retailer in Australia, because we were early," says Hickey.

In Western Sydney, Hickey and his team are set to demonstrate how a new airport model – bringing together community, aviation, infrastructure and technology – can initiate a decades-long ripple of prosperity. ^(M)

PROSPERITY

Creating infrastructure that ripples with opportunity

Simon Hickey, CEO of Western Sydney Airport, is an architect of digital disruption. He is now applying that mindset to the development of Sydney's new international airport

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AUTHENTIC LEADERSHIP

Making a difference

Non-executive director, Janette Kendall, has carved out a brilliant, original and varied career, all the while staying true to her strong conviction and her natural instincts to pay her success forward

In the prime of her career as an in-demand company director, Janette Kendall is confident that her daughter won't encounter the same gender barriers that she faced during her own early years in the workforce. Kendall believes there's been much progress and continues to push for more gains around gender equality – and diversity in its broadest context.

During her executive career, she has been on the senior management teams of numerous companies, as diverse as Senior Vice President of Marketing at Galaxy Entertainment Group in China, Managing Director of emitch Limited and Executive Director of Clemenger BBDO.

Kendall took her first company director role in 1998, with the Melbourne International Arts Festival, and was also the first female appointed to the Clemenger board. Today she holds non-executive director positions, at Vicinity Centres, Tabcorp, Costa Group and Visit Victoria. She is also a fellow of the Australian Institute of Company Directors and an active member of Chief Executive Women.

Kendall believes her influence as a leader now is "far bigger as a director than as part of the executive team" and says she finds this enormously liberating.

"I really admire those leaders today who are far more genuine and transparent, and are operating from a real sense of core beliefs in putting people first," she says. "I came up in an era

when often profit came before people. I think the combination of those experiences has shaped me quite a bit."

Kendall says challenging the vestiges of those old social norms is key to being an authentic leader. "I love that we're really examining things and saying, 'As a leader, how can I be transparent? How can I show up as I am and create a great culture in an organisation?'"

Kendall is humble about it, but as well as using her influence in the boardroom, she also makes time to directly interact with people who she hopes will be future leaders.

"I'm an informal mentor to a few amazing women in the startup and fintech space," she says. "I love working with women, in particular."

Paying it forward has long been the natural way of doing things for Kendall. She's involved with Youth Activating Youth (YAY), which organises programs for disadvantaged multicultural Australian youth. "Ahmed Hassan was born in Melbourne, a son of

Somalian and Eritrean immigrants and at 18 he co-founded YAY," says Kendall. "It's a wonderful organisation – it includes programs around education, sport and a women's leadership program." She's now part of the YAY advisory committee and a mentor to Hassan.

Kendall says she finds spending time with her young female mentees and Hassan energising, the same feeling she experienced in her first foray into working with internet entrepreneurs back in her Clemenger days. She loves the way that leaders in the modern startup era have defined leadership.

"They talk from the heart, with great passion, and share their vulnerabilities, too," she says.

Equally, she no longer hesitates to speak her mind. "To be totally honest, I see things I would not have challenged in the past," she says, "and now I just call that stuff out. We've got to continue to change and evolve organisational cultures. We need more organisations operating with more heart and genuinely putting people first." [©]

"I love that we're really examining things and saying, 'As a leader, how can I be *transparent*? How can I show up as I am and *create* a great culture in an organisation?"

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TECHNOLOGY LEADERSHIP

Data-driven impact

Amir Haramaty embodies the entrepreneurial spirit and brings unconventional data insights to every industry context, forging an innovative way forward

"WBYH, WBYT!" It's not code, but a couplet of acronyms that data innovator Amir Haramaty, Chief Commercial Officer at Israel-based SparkBeyond, and CEO of data-for-the-masses startup Aiola, uses to begin transformative conversations with data doubters. It stands for: *What brought you here, won't bring you there!* Or in other words, if your business is doing well without data insights, harnessing data will help it prosper in an ever more competitive future.

Haramaty's persuasiveness is legendary in the technology industry – one of the founding team of Silicon Valley-based Xora, he was instrumental in expanding the software firm's client base from five to 15,000, before it was acquired by Salesforce-owned ClickSoftware in 2014. The companies Haramaty has contributed to are characterised by having been acquired by behemoths such as Microsoft.

But Haramaty? He respectfully says he needs to continue to innovate. After Xora, he was well on his joint-founder way to reaping the rewards of army-security-software company Armis, which was created in Haramaty's kitchen. Then he was approached by CEO and co-founder of SparkBeyond, Sagie Davidovich. "When I listened to his vision, I realised what he was doing was incredible," Haramaty says. So he signed up to the challenge of developing the SparkBeyond business.

SPARKING GREATER INSIGHTS

An Artificial Intelligence (AI)-powered platform, SparkBeyond has the magnetic mission of harnessing humanity's collective intelligence to solve the world's toughest problems. Haramaty is passionate about moving the needle on problems, delivering positive impact for organisations wherever they are on their digital transformation

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journey. His persuasive modus operandi is to apply data insights to their immediate pain points, sparking action, measuring impact, adjusting and thereby progressively fostering data-driven cultures. It's like riding a bike, he says – first it's a tandem, with SparkBeyond in the front seat, then they're off on a revolutionary tour de data.

Haramaty is motivated by having survived a catastrophic blast at the age of 21, while working in bomb disposal as part of the Israeli Special Forces during compulsory military service. His recovery was long and painful, both physically and mentally, but he says he gained valuable perspective, on the fragility of life, the uniqueness of each person and the importance of a unique combination of talents. "Why do we try so hard to be another face in the crowd?" he asks. His experiences have taught him "to create, to try, to build," which he seeks to do in a way that benefits business but also society, he says.

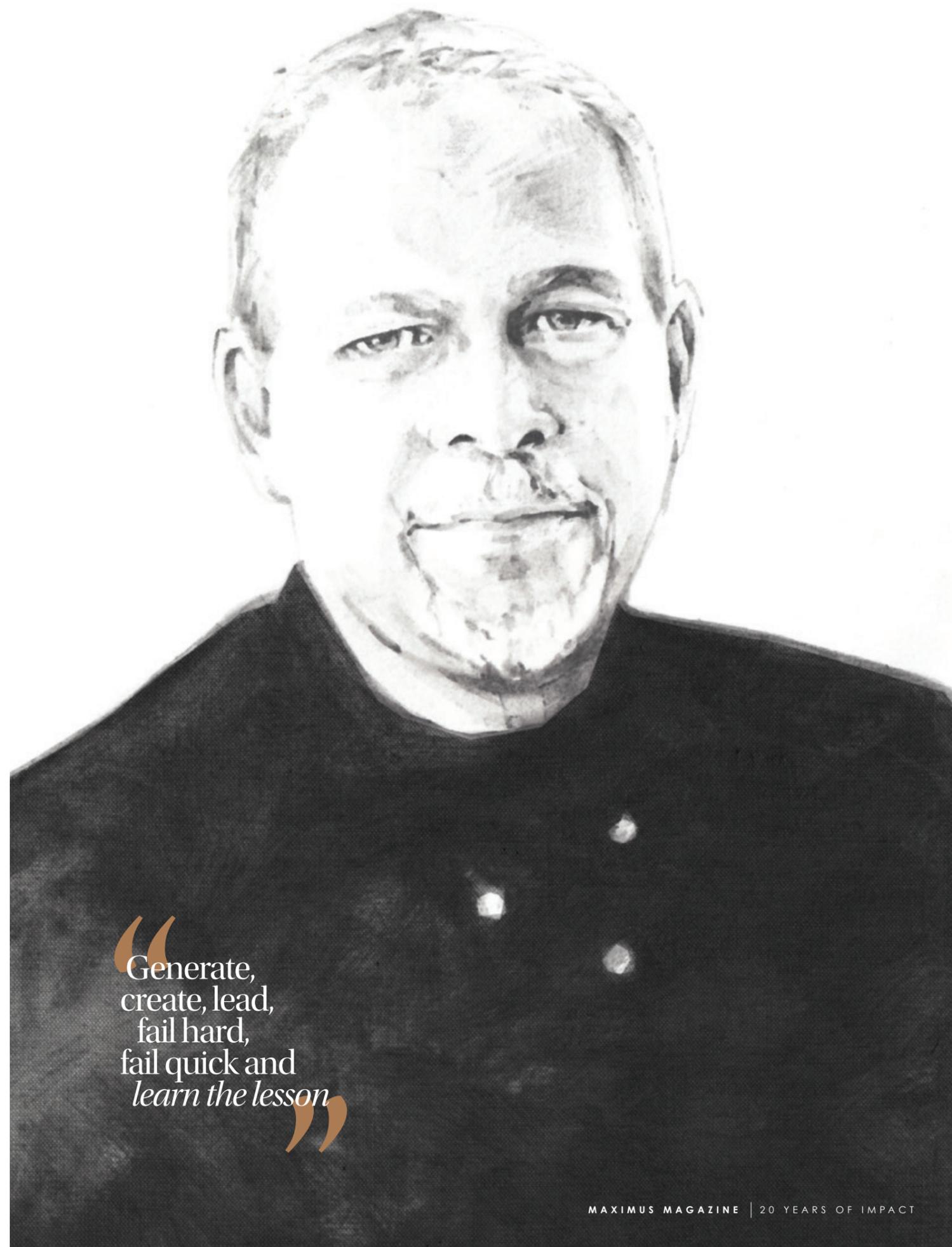
MEETINGS OF MINDS

In Haramaty, Maximus recognises an entrepreneurial approach to leadership that is now required of executives taking companies out of the COVID-19 pandemic and into uncharted territory.

In late 2020 Maximus partnered with Haramaty as part of its Leaders Virtual Masterclass Series. "Amir gives people exposure to data, which gets them thinking what they could do with it. Tapping into that curiosity strikes a transformative spark," Vanessa Gavan, Founder and Joint Managing Director of Maximus, says.

"Failure should not be an option," says Haramaty, "It must be mandatory." If leaders want to make an impact, if they want to make every minute count, as he does, they have to "Generate, create, lead, fail hard, fail quick and learn the lesson". He offers another compelling couplet from a favourite T-shirt slogan: "Sometimes you win. Sometimes you learn." ^(M)

COMPILED BY: NATALIE FILATOFF. ILLUSTRATION: PAULA SANZ CABALLERO / THE ILLUSTRATION ROOM.



“Generate, create, lead, fail hard, fail quick and learn the lesson”

FUTURE OF CONSUMER HEALTHCARE

Inspiring courage

Charmaine England, Area Managing Director for Northern Europe at Johnson & Johnson Consumer Health, has been blazing a trail of ambidextrous leadership for more than 15 years. Now the Australian female leader is lighting a new flame in the UK. With a proven ability to connect with her colleagues, England successfully inspires her teams by nurturing deep trust. The introduction of initiatives the likes of #AtOurBest is a key example, driving engagement at one of the world's largest healthcare companies. Brent Duffy, Joint Managing Director of Maximus, talks to England about her learnings along the way...

and customers, and leading from the front with confidence.

MM: HOW WOULD YOU DESCRIBE YOUR LEADERSHIP?

CE: I see it as being an umbrella, where you give strong cover and stop the external world beating in. I'm also a sweeper, clearing away the obstacles in the path of people so they can get things done. It's about relationships and trust.

MM: HOW IMPORTANT IS PROTECTING, AND KEEPING, THOSE CONFIDENCES IN YOUR RELATIONSHIPS?

CE: In any big organisation, there's always something going on, good, bad or indifferent. If people don't feel that they can tell you about something safely, then you have no ability to get in and solve the problem. The key in any business is to get underneath the skin of it, and by being a leader who's open to hearing bad news, you learn so much more. Then you can adapt the strategy as needed. It's so easy to tell leaders only the good news, and that's a recipe for failure.

MM: HOW DO YOU WINKLE OUT THOSE DETAILS?

CE: It's really important to not just deal with the top level. I've started this new role [England and her family moved to the UK in May 2021] and I've very deliberately gone down one-two-three-four levels deep in the organisation. I ask everyone the same questions:

what's working well, what's not, what would you do if you were me? The problems are always known, and usually the solutions are, too. It's just that no one's taken the time to listen and look at it with a fresh perspective.

MM: WHAT IMPACT DOES DELIBERATELY LISTENING HAVE ON YOU AND YOUR TEAM?

CE: I'm strong on WIFs, that is 'well-intentioned failures'. I celebrate the many WIFs in my career, because if I'm open about where I've made mistakes and what I've learnt, then people feel it's OK for them to take risks, too.

Healthcare is – for very good reason – quite a conservative industry. All the same, within certain boundaries and whilst continuing to be compliant, you can do things differently. 'OK, guys, let me know what the risk is so we're doing it carefully, and if it goes wrong, I've got the umbrella.' It gives them courage, knowing that I'll look after them. In a lot of organisations, people are made to feel like they're putting their neck on the line – alone – when trying something new. If that's the way you work, you will just hunker down and perhaps not do much at all.

For all the negatives of the pandemic, in healthcare we've gone ahead five to 10 years in our digital transformation. Now it's about saying: 'Look what we can achieve!' People in healthcare are purpose-driven, we want to change lives. We can build apps to connect patient diagnostics, we can create digital coaches... there is so much opportunity. It's important that I paint the picture of the possibilities. ^(M)

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[Q & A]

MM MAGAZINE: THE PAST TWO YEARS HAVE BEEN CHALLENGING ON SO MANY LEVELS. HOW DO YOU NAVIGATE THE NECESSARY SAFETY AND GOVERNANCE STRUCTURES IN HEALTHCARE WITH THE SPEED THAT WE'VE SEEN IN THE SECTOR?

CHARMAINE ENGLAND: We did lots of amazing things as an Australian and New Zealand business last year and people were the secret recipe to it all. We're an enormous global organisation, and yet in the pandemic we needed to do some things really quickly. We got there thanks to trusted relationships, strong alliances with key partners

COMPILED BY: JANE NICHOLLS. ILLUSTRATION: PAULA SANZ CABALLERO / THE ILLUSTRATION ROOM.

“By being a leader who's open to hearing bad news, you learn so much more”

LEADING CONSERVATION

Activating a brighter future

He's worked at the zoo for almost 22 years, but even as CEO of Taronga, Cameron Kerr AO has the zeal of a person who's only just joined this inspiring organisation. Through his association with Maximus, Kerr has resolved that leadership is not about resting on your laurels – for the people around him, the animal kingdom and the environment he serves...

I'm very passionate about conserving wildlife and that's been the core focus for me in this role. I do seem to have a lot of energy. I'm inquisitive and I'm genuinely interested in people and their ideas for change.

I'm working to help ensure that zoos in the 21st Century are making a real impact for wildlife conservation. I also want to ensure the zoo and aquarium industries can make a significant contribution to society – there's power in having a number of zoos doing that together in concert. I want to help facilitate how to best leverage the unique set of skills we have within the zoo sector here and around the world.

Knowing that the zoo plays across conservation, science, education and tourism, it was important for those of us in the executive group to understand our niche in the puzzle that makes up the bigger picture of wildlife conservation.

We've invested in our staff, and over the years we have worked with Maximus on a range of areas. As an executive group, we know we each have our strengths and weaknesses, but it was important to get that out on the table. Supporting each other means we are all successful. It took courage, as we all had to be honest, but I remember it being an important point for our leadership team as a group.

Understanding the true value of diversity has also been a part of my own leadership journey. As CEO making the right decisions is more critical than ever, so you really see firsthand the value in diverse perspectives

and ideas. It just can't be a lot of old white guys like me! Selecting good people for the team is obviously important, but it's equally important to add people who bring different skills and even different working styles.

I've also learnt how much more effective and powerful an organisation is through partnerships – we partner locally and globally with universities, conservation and science organisations – and those ecosystems enable us to perform at a much higher capacity than we could on our own which in turn means we have greater impact for our purpose.

A good example is the partnership we've had since 2011 with the Smithsonian Institute, the Australian Institute of Marine Science (AIMS) and the Great Barrier Reef Foundation, to apply cryoconservation technologies to reef management, restoration and research, focusing on keystone coral reef species. This is critical to ensure we can re-seed sections of reef with appropriate species following bleaching events. Taronga has numerous partnerships that span researching the behaviour of cockatoos in urban environments and tackling threats to endangered Australian animals, such as the Greater Bilby; to projects supporting the conservation of rhinos, lions, giraffes, Sumatran tigers and elephants.

I also see a key part of my role today is looking outside the zoo industry as much as I do in. When you're able to do that in a physical sense and visit people on their turf, you really get to see how they work, and gain insights to take back and reimagine for our sector.

There's lots of energy in our executive team – we won't rest on our laurels. Whether it's animal welfare, our work in conservation or actual physical elements of the zoo, we always know that we can be better. We ask ourselves, 'In 25 years' time, how will people view the way we're looking after our animals?'

Among the things I'm proud of is how, at Taronga, we've brought together science and education. Its physical manifestation is the Taronga Institute of Science and Learning, but it's even more than that. [®]

“I've learnt how much more *effective and powerful* an organisation is through *partnerships*”

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LEADERSHIP

What lies within

Technologist, futurist and Director at Maximus, Katherine Boiciuc – or KB as she's known – says there was a time when she was blocking her own potential. Now, her quest is to unlock it for others

Society in general is unaware of what the next 10 years is going to mean in terms of the tectonic shifts in megatrends globally, and what that means for how we work, live, create and love.

If people understood the degree in which things are changing, and what that means for their ability to have an impact in terms of the legacy they can leave, they would take the time to really become sharp in their focus on the future. There has never been a more exciting time to be part of shaping the future of leadership.

It requires us to lift our leadership gaze to a much more macro level and have a shift in mindset. Leaders are going to become more focused on becoming great global citizens and thinking about the impacts they leave on humanity.

Futurists are here to make sure organisations are not surprised about what the future might bring. They stay on top of trends; they have hyper-connected networks and their skills will be among the most in-demand by organisations over the next decade. The challenge for us at Maximus is taking that deep specialisation of understanding the future and sprinkling enough of that knowledge so leaders of today start to become comfortable in pulling the future forward.

I'm here at Maximus because I want to arm as many leaders with those new skills as possible. Australia, as an innovation nation, can globally export its talent around the world. We've done it before. We've seen those stars – such as Atlassian and Canva – rise. That will continue only if we incubate this next generation of leaders to be as confident and comfortable with pulling the future forward for themselves as well as their organisation.

What we do at Maximus is unlock the explorer, and once you're in that exploring phase, it's much more comfortable to then start to decide whether or not you want

to spend more time there. And futurists are deeply curious. There are leaders who are deeply curious already and have great domain expertise and when you show them a glimpse of the future, in my experience, it becomes quite addictive.

The future is also about leaders telling stories and using voice assistants to deliver what they need to know, rather than wading through 100,000 pages of documents every year. We've gone forward and regressed to the beginning of time. It's all about deep connection, deep curiosity and deep care. All of the beeps and buzzes and urgent things to write and read are removed. There's far more creativity than I've ever seen in my 20 years as a leader, and that's what excites me the most about the future.

In terms of Maximus, we're two decades old but we're only at the beginning. In the past 20 years, Maximus has touched 90,000 leaders. I see us touching a million in the next decade. That will happen in two ways: growing as a tribe; and as we start to introduce Artificial Intelligence (AI) into our purpose-based leadership, commercial strategic thinking and the best of psychology – overlaying that with technology – it allows us to reach further than if we were to do it human by human. We can push these learnings more deeply into organisations than ever before. (M)

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the full
article
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“There's far more *creativity* than I've ever seen in my 20 years as a leader, and that's what excites me the most about *the future*”

By encouraging solution-driven thinking, Benjamin Pollack sets the tone and direction for Urbis a passion-driven property-development consultancy. Here, Pollack talks about how Maximus has helped shape that impulsion...

Development and transformation through collaboration are at the heart of Ben Pollack's purpose. With over two decades of experience growing firms across a plethora of fields, he has fine-tuned the art of building engagement and aligning a culture of shared opportunity, ownership and success.

As CEO of Urbis, Pollack's aim is to ensure tomorrow's cities are more considered, commercially viable and community focused. To this end, he looks to the ingenuity of his people, actively eliciting and applying ideas that challenge and disrupt.

Traditionally, consulting firms have been relied on to have the 'right' answer. As an advisory organisation that acts on behalf of property owners and developers, investors, government and non-government

organisations, today Urbis has a "far greater expectation of collaboration with the market and stakeholders, and not waiting for perfection," says Pollack.

In the fragmented property sector, Urbis is a mid-size company bringing a wide variety of specialisations and experience to bear on a diversity of projects.

While striving to meet their goals, the teams at Urbis must typically balance commercial and community expectations, along with aesthetic considerations, sustainability and the need for built environments that foster human resilience.

The company's projects span outcomes such as Atlassian Central – which will be the world's tallest timber-hybrid tower and will incorporate heritage-listed sections of Sydney's Central railway station; and the Women's Housing Company Strategic

Plan 2020-2025, which provides the organisation with a blueprint to meet the housing needs of women on low incomes.

"We've grown from quite humble beginnings. We're now known in the market for our diverse and sophisticated offerings, which means our competitive set has become far more complex," he says.

In his role, Pollack places significant emphasis on the transformation and leadership development of Urbis' people: "We're trying to foster capability while still supporting the entrepreneurialism that's been a cornerstone of our business for so long." He guards against adding layers of hierarchy and processes that would interfere with the company's nimble, dynamic physiology, choosing rather to build on its mindset for continuous improvement – a hallmark of Urbis' 60 years of operation.

Originally partnering with Maximus with intent to hone the Urbis thirst for continuous improvement, and evolve its place in

the market, Pollack says he has since also learned the value of clarity and frequency of communication in uncertain times, including the COVID-19 pandemic.

Joint Managing Director of Maximus, Brent Duffy, who has led the collaboration with Urbis, says, "Ben has the ability to build a focus on stewardship, where owners and partners are motivated to build value for the long-term."

Pollack agrees with Maximus' philosophy that, "innovation won't come from me or my executive team. Yes, we will do big things as a company, but more importantly, innovation will be driven by thousands of everyday decisions made by consultants at the coalface, who are encouraged to have the ownership, the accountability and the flexibility to do what they need to do."

Urbis is on a journey, says Pollack, "towards being clear on the non-negotiable bookends to our advice, but then also equipping and empowering our people to make great decisions and incorporate new thinking". 

“We’re trying to foster capability while continuing to support the entrepreneurialism that’s been a cornerstone of our business for so long”

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CITIES
OF THE
FUTURE

Enriching communities to realise future cities

COMPILED BY: NATALIE FILATOFF. ILLUSTRATION: PAULA SANZ CABALLERO / THE ILLUSTRATION ROOM.

Ingenuity: the superpower for the *future*

COMPILED BY: LOUISE DENVER. PHOTOGRAPHY: GREG RAKOZY / UNSPLASH.

LIFTING OUR GAZE INTO A NEW MINDSET

Courage and ingenuity is in every leader. If it's in you, we'll find it, says Founder and Joint Managing Director, Vanessa Gavan.

It's a paradox. As leaders consider the ingenuity we will need for the future, we lift our gaze to the horizon and ready ourselves for the unexpected. Simultaneously we need to genuinely look inward and reconnect with the vision and passion that drove us forward in the first place.

The founder's mindset.

That entrepreneurial mindset isn't about permission or scale. It's about a limitless vision, outcomes and influence. It taps into the magnetism that pulls; the lodestone that attracts. The obsession with the problem you are trying to solve.

As leaders with unwavering belief and intention, we usually enter business without the substance of experience. Yet by channelling the passion and growth mindset that brought us there in the first place, we begin to fulfil our promise.

Looking back over the past 20 years, that founder's mindset is the superpower which saw me through my own first crisis. Three weeks into my dream of building Maximus, 9/11 happened.

As Maximus sits on the cusp of our third decade, in the eye of a pandemic, a few crises now behind us, that epiphany demonstrates the ingenuity that is Maximus. We are a collective raised on entrepreneurial mentality. Obsessed with outcomes, we nourish the ingenuity that is the essence of leadership.

Our purpose is to share the 20 years of lived leadership and experience we have, and infuse our entrepreneurship into the leaders we work with, so they find that secret sauce, the ingenuity of their people in this age of disruption.

**+ AIM HIGH.
DREAM BIG.**

**+ THE POWER OF
GLOBAL EXPOSURE**

Aim high. Dream big.

Maximus executive, James Chapman, former elite athlete and Olympian, discusses peak performance, and how continuously aiming higher and dreaming bigger, builds success from within

There is so much power in the art of dreaming big. The question right now, however, is: how do we 'lift our gaze' from the immediate and urgent, to think about the system? How do we weave in the discipline and the focus to think differently, to sharpen a dream and build the conviction to chase it? As leaders, how do we give ourselves the space and freedom to shape a new future?

The COVID-19 pandemic has caused many business leaders to turn their energy to managing risk and localising operations. "The complication is that this is likely to constrain their vision, and this will damage their business performance in the next horizon," says James Chapman, Associate Director at Maximus.

According to Harvard research compiled for New York Times bestseller *The Invisible Gorilla*, if the brain only focuses on what it sees as 'possible', it discards any other options. The danger for leaders is getting lost in the 'busy-ness' as opposed to focusing on the future of the 'business', says Chapman. "To last for the long-term, we need to constantly frame and reframe.

Our future depends on us loosening our focus on the current term at times – to give ourselves permission or, with discipline, force ourselves to create an expanded awareness of what might be, to set goals and create the future."

In his book *The Infinite Game*, bestselling author Simon Sinek calls this leading with an 'infinite mindset'. At Maximus we help leaders reframe their scarcity mindset, to find their 'abundance' mindset and the art of the possible, by both realising and releasing their 'leader within'.

FINDING THE PEAK

A useful approach is to remind ourselves of our original purpose and tap into reawakening the courage and conviction of dreaming big. To remember the excitement of chasing those dreams and aiming high. At Maximus we believe that to authentically lead from the inside out, it's important to reflect on how once, as young children,





“Twenty years from now, you will be more disappointed by the things you didn't do than by the ones you did do. So, throw off the bowlines, sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream. Discover.”

MARK TWAIN

Reaching the highs

There is no expiry date to dreaming of – and living – your success

The recent Tokyo 2020 Olympics demonstrated the value of 'worthy rivals'. And with the delay of the event by 12 months, due to the COVID-19 pandemic, it also demonstrated how aiming higher is a constant for continued success. Maximus had the privilege of speaking to past Australian sportspeople, who shared how they dreamed big and never lost sight of the highest accolade of all in their chosen sport...

“In sport you have to have the mindset that nothing is unreasonable or nothing's unachievable because we reach for stretch every day. There's no being stagnant!”

CLARE FERGUSON, EX-CAPTAIN OF THE AUSTRALIAN DIAMONDS NETBALL TEAM, CURRENT ASSISTANT COACH OF THE FIREBIRDS, QUEENSLAND'S STATE NETBALL TEAM

“I never saw anything that I did as a sacrifice. They were all choices. I was driven entirely by the pursuit of being the best that I could be. So, everything that I did was a choice to get to that end goal. I never saw sacrifice. I only ever saw choices.”

DANIEL KOWALSKI OAM, OLYMPIC SWIMMER, MEDAL WINNER AND CURRENT OLYMPIAN SERVICES MANAGER FOR THE AUSTRALIAN OLYMPIC COMMITTEE

the 'world was our oyster', where our hopes and dreams for the future were limitless. Imagination and creativity were our tools.

Chapman has a deep understanding of what looking within can achieve. He was one of Australia's Silver medal-winning 'Oarsome Foursome' at the London 2012 Olympics. He strived to be one of the best in the world through dreaming big.

His journey to the Olympics is a road map of persistence and passion. “When I saw the Atlanta Oarsome Foursome competing [at the 1996 games], I thought to myself, 'I want to do that one day, and I think I can get there',” Chapman recalls. “But to do so, I had to set goals to make it happen.”

“I had to borrow my mum's car,” he continues. “Lean on my mate who was a physio, get a job to buy my own car, then change jobs to enable the right balance, and learn about how to work in a team. Which I did.”

Through focus, commitment and discipline he built that mastery.

THE MASTERY OF PEAK PERFORMANCE

The ways in which Chapman set about realising his ambitious agenda are the same principles for business executives to apply and set when they know that a transformative experience is required to create a legacy of lasting value.

“I had to use the whole system. To see its interconnectivity, to use its resources, to understand the nuances around time commitments to the variety of abundant resources, and where there had to be focus, what I had to move away that was diluting my focus,” says Chapman. “I leveraged it to get to another level, to become stronger, go higher and faster.”

“There is a whole network around you, and you have to use it all. It takes a village,” Chapman says. “The physical pain of the physio, or the emotional roller-coaster of the sports psych was available to all the athletes, but traded off against sleep, recovery and apathy. However,

that level of deep commitment, then traded off time being injured down the track when you needed to be performing.”

“When I worked across the system, I had conviction to know I was using all means necessary to enable my performance to be better than others,” he says. And when others see this conviction? “They want to enable it with you. To be a part of the dream, too,” says Chapman.

It was in the striving that he found excellence. To find the insights necessary to set the next ambitious goal and stick to it.

STRIVING FOR EXCELLENCE

One of the keys to achieving business mastery is to increasingly inspire your people and their confidence. It's about unlocking the core of the collective – whether that's for a team, an individual leader or the organisation.

Tim Cook, CEO of Apple, recently told *The Financial Review*: “People are not looking to be told what to do; they're looking for inspiration, and they're looking to be part of

something larger than themselves. They're looking for purpose.”

You have to create a workplace that people want to come to. To be a truly sustainable leader, you have to own responsibility in shifting culture and driving performance, tapping into the excellence of those around you. By unlocking the collective, leaders who care deeply about the impact of democratising accountability, can create social movements that spark cultural change.

Ultimately, says Chapman, executives who recognise that forming teams who feel trusted to accelerate the organisation's potential, will produce great results, consistently. They dream big and aim higher, by working together.

BELIEF | MOMENTUM | COMMITMENT

For Chapman, leaders need to regard the pursuit of excellence as a gift. When momentum is recognised and put together with a 'total focus' of hard work and commitment, you get the confidence to compete, to

achieve excellence. Maximus believes that value comes from an assurance you're in the right game, with worthy rivals.

The trick is to use that pressure – that competitive edge – as a catalyst for the long-term, by looking back to the freedom of youth, shedding those inhibitions, and forging ahead with purpose.

COLLECTIVE CONVICTION

As a leader, and an athlete, Chapman has used the power of rivalry to embrace the art of dreaming big. Throughout his journey, he says, he consciously looked inward to purposefully combine personal conviction with collective endeavour to achieve his goals. Leadership isn't a role or title. It is an endeavour in the pursuit of mastery.

At Maximus we've seen the graft of building that muscle. We know it requires continuous work, conviction and belief. Our job as leaders is to catch the momentum and combine it with commitment and confidence. And to never stop learning, trying and striving. (M)

BY: LOUISE DENVER, THE INFINITE GAME, BY SIMON SINEK, PENGUIN BOOKS, RRP \$29.99, THE INVISIBLE GORILLA, BY CHRISTOPHER CHABRIS AND DANIEL SIMONS, RANDOM HOUSE USA, RRP \$24.25, PHOTOGRAPHY: ISTOCKPHOTO.

When leaders begin to focus inwards while borders, walls and choices close in around them, they lose a vital perspective that can bring hope, inspiration and opportunity. Here, Maximus reveals how their reach can help transform local business, with a little international insight...

The transformative power of global exposure »

Australians have always had an interest in what's going on overseas. That's the way it is when you live on an island. We're known as open-minded travellers, craving the excitement of the foreign.

More recently though, with national and state borders closed, households locked down, and businesses struggling for survival in a rapidly changing market, we've begun to take a more insular, local point of view. We've narrowed and shortened our perspectives, often to an extent that means we no longer look upwards and outwards. We no longer see and appreciate what's happening elsewhere. From a business point of view, this presents enormous risk.

"From a personal angle, we see going overseas as a way to create opportunities and open up boundaries," says James Keeler, Director at Maximus. "It's no different from a business perspective." And yet here we are, Keeler says, in a protracted period of introspection. Exposure sparks innovation and original thinking; it enables transformation and change, so its absence is of concern.

Maximus has been taking clients on *The Expedition*: a differentiated solution that brings people and businesses together in a virtual space to help leaders see, think and process challenges from new points of view. Here, we meet some of the people they've encountered and places they've been: from the backstreets of Tel Aviv to the boardrooms of California and even to the bright side of the moon.

A BIG PROBLEM WORTH SOLVING

Success in business, says serial disrupter and Waze co-founder,

Uri Levine, increasingly relies on the identification of a real and big problem that is worth solving. How do you know if it's worthy? Solving the problem, he says, must change the world for the better, and impact a great number of people.

The business must spend time deeply understanding the issue – developing a clear picture of where it fits into their processes, and why they desire a fix. Only then should a solution be designed.

Levine hates the wasting of time. Whenever he encountered a traffic jam on the often-crowded streets of Tel Aviv, or any other place he visited in the world, he would feel deep frustration. That emotion led to an idea – using technology to get past traffic jams. The idea was Waze, which became the world's biggest community-based navigation app, and was acquired in 2013 by Google for US\$1.15 billion.

Smart solutions for big problems are typically considered the realm of entrepreneurs, Levine says. But, particularly in the current environment, they are just as relevant for established small, medium and large businesses.

"Who are your users?" he asks. "What is their perception of the problem? The second you stop thinking about that, you're starting to build things that no one cares about. At the same time that you build things your customers and users don't care about, there is someone else building stuff they do care about. As a result, customers will simply switch to the competitors."

So, you must provide solutions quickly, before competitors, Levine says. Striving for perfection may leave you behind.

"A journey of failure is the way to increase the likelihood of success," he says. "The biggest enemy of 'good enough' is 'perfect'. You don't need to be perfect to be in the market. You will become perfect in time. But if you are

starting at a certain level, collect feedback from users and customers and evolve until you become perfect. So try things, but make sure you fail fast trying, and move to the next thing until you find the right solution, or product market fit."

His message for Australian business leaders? Focus obsessively on the customer and fall in love with the problem, not the solution.

Levine recommends large businesses in Australia look outside their own walls for innovative solutions to customer problems. Internally, there are typically not entrepreneurial types of people and there's also too much "ego management". Instead, he says, invest externally for innovative solutions that can then be brought in once proven.

THE CULTURE WE SHOULD ALL SHARE

On their very first day of work at Salesforce's San Francisco head office, pre-pandemic at least, new hires typically spent their first morning with other new colleagues from across the business, listening to inspiring speeches from company leaders. That afternoon they'd hop on a bus and spend their first afternoon as a Salesforce employee volunteering in a soup kitchen, packing toiletries for under-served communities, or picking up rubbish in a public park.

"We make sure people know volunteering is part of the Salesforce experience from day one," says Rob Lamb, Senior Director, Customer Evangelism at Salesforce. "Volunteering for us is not necessarily an opportunity anymore, it's really an obligation."

Why is this? Isn't induction all about getting to know the office space, team members, KPIs and other specifics of the role?

Actually, Lamb says, a great company is one that "has the opportunity to do well and to do good at the same time". The financial position of Salesforce would support his argument.

It's absolutely possible that in not looking up, in not gazing beyond its own region, a business can forget

Thanks to a problem in transit at home in Tel Aviv, Uri Levine solved traffic issues around the globe with his Waze navigation software.

"I'm a big believer in the ability to be inspired to share best practices and to collaborate"

AVI HASSON, FOUNDING CHAIRMAN OF THE ISRAEL INNOVATION AUTHORITY AND FORMER CHIEF SCIENTIST OF ISRAEL'S MINISTRY OF ECONOMY



Salesforce deliberately takes its people beyond the walls of their San Francisco headquarters.



“A journey of failure is the way to increase the likelihood of success”
 URI LEVINE,
 CO-FOUNDER
 OF WAZE

that it is just as important to 'do good' as it is to 'do well'.

"Shareholder capitalism is when you're focused on the bottom line... you're focused on delivering a return to your shareholders," Lamb says. "In stakeholder capitalism, shareholders are stakeholders, but so are your employees, so are your partners, so are your customers and so are the communities that you live in."

A big part of the Salesforce success story, he says, is doing the right thing and giving back as much as possible. A great deal of work is involved in ensuring this remains part of the culture, including making it the focus of induction days.

It's all part of architecting the company's strategy around what customers and employees want and need. Such stakeholders have always expected businesses to have a positive influence on society. That's more true now than it ever was, he says.

TAKING A MOONSHOT

When speaking with those from other territories about business success, Avi Hasson, founding Chairman of the Israel Innovation Authority and former Chief Scientist of Israel's Ministry of Economy, says it's vital that such stories are utilised for inspiration only.

"It's dangerous to try to copy and paste things that were successful elsewhere," Hasson says. "There's always a certain local theme... the climate, the soil, the culture and so on. Having said that, I'm a big believer in the ability to be inspired to share best practices and to collaborate."

As a Director of Spacell, Hasson oversaw the five-year, almost-US\$100 million design, construction, launch and crash-landing on the surface of the moon of Israel's first spacecraft.

The fact the spacecraft had a 'hard landing' rather than a soft one may have led to the mission being considered a failure. Instead, Hasson says, it was, in fact, a thrilling success. It overwhelmingly achieved what its stated goals were set out to be.

"I could spend a couple of hours just talking about the many challenges that the team had to tackle, from launch to landing," he says. "We ended up overcoming all but one. And still, of course, the impact is good."

The idea was to create a source of inspiration for children and, in doing so, pave the way for future space exploration and STEM enrolment. This story of a tiny nation with a very big dream did more than capture the imagination of young Israelis. It kept the Israeli people, from three to 93, enthralled.

It was the first Israeli spacecraft to reach deep space, the first non-government spacecraft to enter the moon's orbit and it put Israel – a nation of nine million people – into a very small and exclusive club of eight countries that have reached the moon.

In fact, it was an astounding verification of the success of Israel's knowledge economy. Hasson says the knowledge economy, a planned outcome, has been a great success for three reasons:

- › There was a clear and concrete vision, agreed early, to build an innovation ecosystem and economy. There was also a consensus behind that vision in government and society, creating a highly effective public/private partnership.
- › There was a great appreciation and understanding of the timing of opportunity. Attempt to innovate too early or late and you won't be successful. Success comes from constant dialogue with the ecosystem.
- › The management of the project to create a knowledge economy was placed under a single agency, meaning there were never too many chefs.

BEYOND BORDERS

In hearing stories of success from beyond their own borders, Australian business leaders develop a new appreciation of what is

possible, and the kind of thinking and processes that are required to overcome challenges with insight and confidence in the post-pandemic economy.

We are not only up against an entirely new pace of change but also a new *scope of change*. In such an environment, Maximus has recognised that leaders and organisations benefit from an expansion of their horizons and have unapologetically challenged the status quo to look beyond what they're comfortable with.

"For example we have worked with a large financial services provider, which last year received board endorsement for a new strategy. Among other things, the strategy sought to simplify the business and increase accountability and decision-making authority for key executives," says Keeler.

"They are transforming to be a platform-based provider of digital financial services. It's complex for an incumbent to do this. So, with the executive team, we looked at a Singaporean bank, which became a digital bank, and a British insurance business, which went through a similar type of transformation. Talking to companies like these proves transformation is possible," Keeler points out. "And for our client, it's already delivering."

Witnessing success in other territories not only creates hope that it can be done, it also reveals how to do it. "We're not talking about the technology," Keeler says. "We're talking about something far more important – the leadership, the culture and the management of people through transition. We're helping leaders identify the ingredients in that recipe for success." (M)

BY: CHRIS SHEEDY. PHOTOGRAPHY: SPACEX / UNSPLASH. STOCKPHOTO.

Optimism for the *future*

AS TOLD TO: CHRIS WHEEDY, PHOTOGRAPHY: JEREMY BISHOP / UNSPLASH.

COLLABORATION WILL LEAD CHANGE

The attributes required of leaders today are dramatically different to those of the recent past, says Maximus' James Chapman.

The challenges of leadership today are as fascinating as they are broad, and the opportunities plentiful as they are powerful.

We have abundant reasons to be unapologetically optimistic in creating the future. As long as we are able to combine commerciality and ingenuity – benefiting our communities as well as our stakeholders – the rewards will be many layered.

Modern leadership is now about creating a lasting, sustainable, positive legacy. In essence, it is about leading purpose and performance in tandem. This can't be achieved without leaders being prepared to make critical decisions to positively affect more people and more communities, over a longer period of time.

The thing that can get in the way of this is the bias towards proximity. We're focusing on taking care of our own family in a health crisis, and our own employees and business in an economic crisis. That's essential, but it creates an intense gravitational pull towards the things that are proximal to us.

Leaders who can think and see beyond their immediate frame and operate with a global mindset will be better able to empathise with the needs and perspectives of others. Leaders who pursue benefits for humanity over the long-term will be the ones who engage more deeply with their people and identify possibilities. In turn, their people will put discretionary effort into things that contribute to significant agendas and engage more deeply with customers.

These businesses will lead employees, customers and their communities into a more optimistic and hopeful future.

+ COLLABORATION
OF THE COLLECTIVE

+ UNLOCKING
THE FUTURE

+ THE QUEST
FOR EMPATHY



Collaboration of the collective

Innovation and team thinking are key to a future of prosperity and global success. Maximus explores how to unlock the way forward...

The ability to serve the community as well as the organisation – to create and continue to grow value – is vital according to Katherine Boiciuc, Director and Chief Technology Officer at Maximus.

The idea of 'doing well by doing good' – as coined by statesman and inventor, Benjamin Franklin – is becoming as powerful in business today as it was for nation building in the 19th Century. The essential ingredients for growing this value? Purpose, trust and joy, says Boiciuc.

That is, finding joy in the work you do, building trust with your people and having clear purpose. Chemi Peres, one of Israel's foremost venture capital and innovation pioneers, agrees.

Peres wants to make the world a safer, "better" and more sustainable place. He refers to the 17 interlinked global development goals of the United Nations as a blueprint to achieve this.

"People often forget that businesses grow at the speed of

trust," says Boiciuc. She believes the COVID-19 pandemic has given us the chance to better understand sustainability, "doing good", and by collaborating, "doing well".

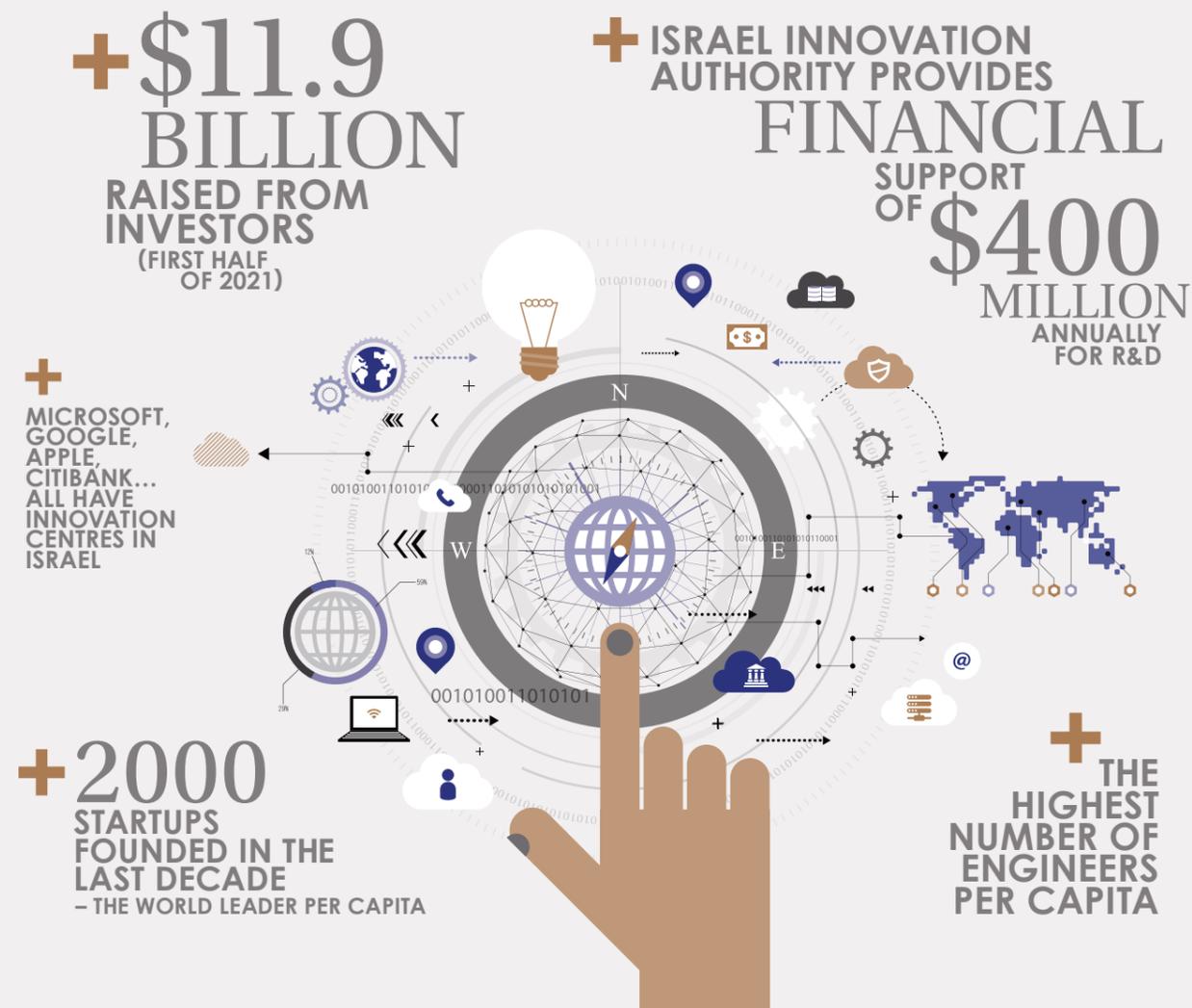
With the onset of the pandemic, big business and government digitally transformed in days and weeks, as opposed to months and even years. In Australia, banks pivoted from transactional lenders to financial ICUs. And gin and wine makers turned their skills to manufacturing sanitiser to meet

demand. "We are on the cusp of a rising tide," says Boiciuc. Incumbent organisations and startups are trying to build on that momentum.

By discovering they could let go of status and focus on creating collective wellbeing, business has a new basis for a healthy, sustainable ecosystem, she says.

Boiciuc recently visited Adelaide's Lot Fourteen precinct, as well as SouthStart, Australia's Impact and Innovation festival. Both build on ecosystems where

The startup nation



the collective collaborates. And, as such, are places where unicorns, or soon-to-be unicorns, are forged.

These leaders also understand that a whole ecosystem requires advisers as well as innovators. People with experience, so new leaders extract their wisdom, and find something rarer than ability. The ability to *recognise* ability.

This is where Israel's story is so pertinent. "Israel fostered a nation based on recognising ability and having each other's

back. They learnt from each other and unlocked the power of collaboration," says Boiciuc.

THE RISE AND RISE OF A NATION

Israel's modern story plays out in four chapters. It is about creating a new society, new institutions, and new opportunities in a new land.

Formed in 1948 by partitioning Palestine, and as a refuge for the surviving Jewish diaspora from the horrors of World War II, it had few

natural resources. Described by Peres as a "poor land, without water or energy and nothing to protect it from its enemies," he says it was "a hostile environment from the very beginning", the state representing a "blessing of nothingness".

To feed and defend themselves and create sources of energy, they had to rely on their people's smarts and values. The founders leveraged the collective and created an advanced ecosystem of technologies

that built the infrastructure for health, energy and defence.

By the 1950s Israel had focused on nuclear technologies. "Five years earlier we could barely manufacture bicycles," says Peres. "Adopting the advanced technologies of science was very important for us. We created state-of-the-art cyber technologies and built industries to address challenges from space. Today we have what is known as the 'Iron Dome' for protection."

These innovative decades laid the foundation for the third chapter of the nation – the economy.

In the 1980s Israel's economy was imploding. The new nation was clocking an inflation rate of almost 450 per cent annually. It needed to turn its collective minds again to science and technology, innovation and entrepreneurship, and ignite the ecosystem.

"We invited global enterprises to come to Israel," Peres explains. "However, nobody wanted to come because of the size of our market. Even today we are only approaching a population of 9.4 million. But when it comes to innovation, a country has no borders. We are a case in point. The internet creates digital markets without physical borders."

When the US and European companies did arrive, they discovered sources of innovation honed from sustainability and defence. They found loyal and committed employees with nowhere to go. And a young, energetic generation with no other opportunities to build their future.

The employees in turn were grateful for the US and Europeans' knowledge, experience, access to markets, funding and methodologies. This, says Boiciuc, is the perfect example of how a successful ecosystem requires advisors as well as innovators. Israel became a fantastic school for

“Businesses are developing a *new awareness*, where leaders understand how to *iterate strategy* and create *flexible architectures*”

KATHERINE BOICIUC,
DIRECTOR AT
MAXIMUS

Israeli engineers, who learnt how to build and manage a company, scale a business and be integrated into a technology-oriented environment.

Step-by-step, Israeli engineers began to set up little companies and collaborate globally. They formed their own research and development (R&D) centres and realised they could offer more than just development. With dedication and willingness, education and commitment, they also brought creative ideas and a boldness to these new markets.

Peres, who co-founded one of Israel's foremost venture capital and innovation companies, Pitango, says, "When Google came to Israel, they probably expected to access 30 to 50 engineers. In fact, they discovered hundreds and thousands of capable people. Today Google conducts part of its global business to almost 70 countries from Israel."

"Most of the 500 global enterprises deeply integrated in Israel, came initially to find innovation," says Peres. "Now, most say the friction with the Israeli ecosystem and their integration has made them more globally competitive, delivering far more than they originally expected."

A NEW ERA

"Our culture as entrepreneurs and investors has shifted from being a great source of innovation and

selling our companies, to a new purpose," says Peres. "One where we can be a great source of problem-solving for the world using innovation."

"We are in a new era. A 'fourth generation of innovation', he continues. "We use innovation and technology to take the place of the sword. We address our new threats differently, collectively, globally. We've seen the power of collaboration through this pandemic," Peres says. "We are united by wanting to make the world a safer, better and more sustainable place."

"Through the collaboration of the collective we seek meaning in what we do. Our strongest pull is to do something positive for the world."

As businesses across the world build on that collective consciousness, and with new workforces attracted by organisations with a meaningful purpose, Boiciuc says the Israeli nation-building story is a beacon.

"Businesses are developing a new awareness, where leaders understand how to iterate strategy and create flexible architectures," she says. "By using agile methodologies and rapid funding mechanisms, their dynamic workforces and carefully curated partners are shifting the frontiers of transformation."

Boiciuc says through collaboration, leaders have the potential to not only find joy in the work they do, but they're also able to celebrate doing good, while supercharging the future.

BY: LOUISE DENVER. ILLUSTRATION: ISTOCKPHOTO.

Unlocking the future

From collapse comes renewal, all woven into the 'Rope of History'. Dr Angus Hervey, from Future Crunch, says that the story you tell makes all the difference, so you have to decide what kind of script you want to write...

THIS IS AN EDITED EXCERPT OF COLLAPSE, RENEWAL AND THE ROPE OF HISTORY. ORIGINALLY PUBLISHED IN THE FUTURE CRUNCH NEWSLETTER AND AT FUTURECRUNCH.COM.AU. REPRINTED WITH PERMISSION. PHOTOGRAPHY: CHRIS LAWTON / UNSPLASH.

A great darkness has settled on the world. We are now entering the eighth season of the plague, and the scale of the death and suffering has become too heavy, too vast to describe. On the other side, even bigger problems await – rising geopolitical tensions, economic uncertainty, climate change. Catastrophe is everywhere. This is the story of collapse, and we are all intimately familiar with its lurid details.

Even during the darkest of times however, there are other stories.

Science has given us an extraordinary new set of vaccines that have prevented millions of deaths, and whose legacy will be with us long after the pandemic is over. Technologists from around the globe are furiously building low-carbon solutions that are already starting to bend the curve, and in many parts of the world, we are seeing the emergence of a new, cleaner, kinder form of capitalism. These stories of renewal don't get nearly enough air time.

The up and down motion of these two different sets of stories – collapse and renewal – reveals a deeper meaning, hints at an underlying pattern and gives us a moral code to make sense of the chaos of real life – or perhaps just an emotionally satisfying ride. Stories must narrate change. If there is no rise or fall it isn't a story. It's a series of events.

So, here's a challenge for business leaders. What if we give up trying to figure out whether we're in the upswing or the downswing of history? What if, instead, we make peace with the idea that we're in the middle of both? The signals for disaster are everywhere we look, but so are the endless examples of human ingenuity, genuine progress, environmental stewardship and extraordinary acts of kindness.

This way of looking at the world can be crystallised into an image of history as a thickly woven rope, comprising billions of individual threads. Each thread represents an individual story line, but they are so densely braided it's

impossible to label any specific era or predict what's coming next. The combinations aren't random; some patterns seem to come up again and again, but the vast, tangled mass prevents easy characterisation.

A 'rope of history' provides a better sense of perspective. It's the story of humanity, not as a narrative, but as a shared, evolving experience. It gives us hope. Not the hope of a new dawn but hope for something much better; something that we are all a part of and that we each have a responsibility to work for.

We can choose which strand we belong to. We can add to its grand weave, in the way we treat other people, in the work we are passionate and unapologetic in doing, in the decisions we make about where to put our energy, in the leaders we vote for – in the leaders we want to be – and in the words that come out of our mouths.

Ultimately, there's no way of judging whether we're living through collapse or renewal. Future generations will decide that for us. The only thing that matters is the part we play and which part of the rope we choose to weave. (M)



The quest for empathy

b Better leaders listen harder. They immerse themselves in the opinions and perspectives of others because they understand every conversation is an opportunity to be truly curious and potentially disrupt an old way of thinking and being. It's collective empathy at work. With pandemic pandemonium and messaging around staying at home, teams disengaging from collaboration, looking out for ourselves, bickering state governments, pressure on health departments and divide across communities, never has empathy been more relevant and necessary...

"Deep listening, and community and collective empathy, is a must-have for leaders today," says Brent Duffy, Joint Managing Director of Maximus. "If you're not listening on all levels then you're dead in the water, because you'll miss clear signals. The result is that your customer will jump ship, your people will seek purpose elsewhere and your community will have no idea what you stand for." Duffy warns it's paramount not to be complacent. "Deep listening is not reading the latest summary from your people engagement or customer sat survey that someone has summarised for you, it is much more personalised and active."

Listening, however, is becoming more difficult, says Duffy. This is because of external forces and

all of their noise. "There's the noise of competitive disruption and social trends. There's noise from major divides in markets and organisations, such as those between people who want to get back to the office and those who don't, those who want to be vaccinated and those who don't," he says. "With all of that going on, a leader must truly focus on the art and science of listening."

THE FORCE OF CHANGE

At Salesforce, staff utilise an internal collaboration platform that is split into various topic areas and groups such as technology, sales, service and personal interests.

The most popular group on this platform, says Rob Lamb, Salesforce's Senior Director, Customer Evangelism, is ominously titled 'Airing of Grievances'. It's the type of portal that many leaders actively avoid, so challenging and difficult are its potential outcomes.

"Airing of Grievances is where everybody at Salesforce publicly complains about everything at Salesforce," Lamb smiles. "Our CEO early on said, 'Listen, the only problems I don't like are the ones that I don't know about, because those are the ones I can't solve... It's my responsibility as CEO to provide a safe, productive and successful working environment for my employees. So, whatever is getting in the way of that, I'd like to know about.'" This example of fearless, deep listening is an 

increasingly smart stance in a business environment that demands greater empathy than ever before.

It would be a mistake though, to assume deep listening is only about unearthing problems. At law firm Colin Biggers & Paisley, Managing Partner Nick Crennan recently spent the best part of a year consulting the business to develop its future purpose and values.

"It was my first year in the leadership role and I needed to get to the heart of what our people wanted," Crennan explains. "The distillation was ultimately to articulate our purpose collectively, to build and secure the future. We had to do it together, focused on the future for our clients, our colleagues, our profession and our community."

"You need to provide purpose, and that can only come from

“Deep listening, and community and collective empathy, is a *must-have* for leaders today”

BRENT DUFFY,
JOINT MANAGING
DIRECTOR OF
MAXIMUS

a process of deep listening," he says. "When done well, it's something few other employers will be able to offer."

LISTENING REQUIRES A QUIET MIND

Listening requires a leader to stop – to be fully in the moment – says Duffy. It requires a quiet mind and a level of sensitivity attuned to specific sounds.

"Consider the nature of business, the tech that sits around us and the sheer number of channels we deal with today," Duffy says. "That's on an individual level. On a macro level there's even more noise."

So how do leaders tap into the art of listening? Where do we look for examples of best practice?

We can learn from Australia's Indigenous culture, Duffy says. He recommends looking to the teachings of Dr Miriam Rose

Ungunmerr Baumann, the 2021 Senior Australian of the Year, who has often spoken about the concept of Dadirri.

She recently explained it as a silent still awareness during an episode of *Not Alone*, the Beyond Blue podcast. The idea being for people to look into themselves, noting that the digital era has seen people forget about who they are.

Duffy believes that Ungunmerr Baumann is putting out a call for Australians to listen more, to ask meaningful questions, to teach us who we are and what is important to us. When you discover what is most important to an individual, their purpose becomes clear.

LISTEN TO INNOVATE

Many innovative business ideas have come from deep listening around a topic. Duffy points to Good360, which has distributed over US\$11 billion of new products from over 400 business partners to over 100,000 not-for-profits.

"This was around divides in society between the haves and have-nots," Duffy says. "The Founder and Managing Director of Good360 Australia, Alison Covington, saw excess or out-of-season stock being dumped because it was cheaper to dump than do anything else."

"She took the products off their hands and distributed them, and along the way Good360 became a massive, multinational distribution company," Duffy says.

Listening closely to messages around the disparity between

[FACT]
GOOD360 DISTRIBUTED OVER
US\$11 BILLION
OF NEW PRODUCTS
FROM OVER **400 BUSINESS PARTNERS**
TO OVER **100,000 NOT-FOR-PROFITS**

haves and have-nots, and recognising the increasing societal issues around waste, Covington recognised a problem that required a solution and the perfect way to solve it.

Of course, this is what Marc Benioff, Founder and CEO of Salesforce, is doing with the Airing of Grievances portal. He's not looking for a solution for a specific problem but is instead listening deeply to keep his finger on the pulse. In doing so, he's recognising the precise moment action needs to be taken, as well as the nature of the action itself.

EMPATHY IS ABOUT IMPROVING PEOPLE

A similar example involving listening to the story of waste led to the founding of St Kilda Mums, but didn't end there.

When Jessica Macpherson OAM was looking to give away prams, cots and other baby gear, she was disappointed to discover no relevant network existed. She launched a small not-for-profit called St Kilda Mums to help redistribute such products.

Demand quickly increased and Macpherson soon took on volunteers, typically mums. They were enormously talented, she realised, but were often unemployed or underemployed.

Having previously worked in the field of IT, and well aware of the lack of female representation in STEM, Macpherson realised there was more she could do. She began training her volunteers in IT-related fields. Between 2014 and 2021, Macpherson supported well over 200 volunteers into securing IT jobs.

After expanding St Kilda Mums to include Geelong Mums and Eureka Mums, Macpherson launched Blaze Your Trail, a social enterprise consultancy that teaches women and men, charities and small businesses, to get the most out of technology.

"Is there a process to listening deeply?" Macpherson says. "It's very simple. For me, it's about watching what lights people up. That's all it is. What are their interests? What are their passions? What do they care about? What do they gravitate towards?" Her questions are not dissimilar to Ungunmerr Baumann's.

Recognising the right signals amongst all of the noise as Macpherson did, Duffy says, is the goal of deep listening. Noise is data. Listening is data collection. Deep listening is data analytics, and when change truly happens. 



BY: CHRIS SHEEDY. PHOTOGRAPHY: CHRISTOPHER BURNS / UNSPLASH, MARK BOND.

Ingenuity, collaboration and commercial creativity will be the ties that bind us. The collective capabilities we will compete over, for they will allow us all to move forward with confidence.

At Maximus, we are ever conscious that we exist for our market and the leaders within it. We are obsessed with the problems executives are experiencing and are committed to find inventive, unique solutions to enable leaders and their organisations to rise to the top of their marketplace.

Front of mind is an imminent risk to all leaders. In the modern economy, those who fail to disrupt themselves and find inventive ways to solve problems will fast become irrelevant. They will fall behind, while they watch a collective of new leaders and industry makers shape a brighter future by chasing unreasonable ambitions in unique ways.

Consumers are more astute than ever before. Once they enjoy an experience in a certain domain, they expect that

standard in another. That's a challenge and an opportunity for all businesses, particularly incumbents and sectors that lag behind others when it comes to customer and digital experiences.

By keeping our eyes up, by learning from what's happening outside our organisation, outside our industry and outside our borders, we'll find the inspiration to constantly delight our customers and unlock a completely new level of contribution from our people.

I hope the conversations we have embarked on within the pages of this special edition of M Magazine – and out in the market over the past 20 years – continue to stretch, encourage and inspire you into the next decade...

VANESSA GAVAN
FOUNDER AND JOINT
MANAGING DIRECTOR,
MAXIMUS

**The real. The curious.
The resolute.**
**Industry makers.
Independent thinkers.
True believers.**

These are the leaders with whom we partner. They're committed to leading with purpose and authenticity. Brave enough to bring about change. And we are privileged to work with them. We are for leaders with progressive agendas.

We exist to move minds, transform businesses and leave a legacy of proven value. We turn beliefs into a movement, transforming organisations, and the leaders within.

WE ARE MAXIMUS.



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